NOTICE OF FUNDING OPPORTUNITY

NIGER GOVERNMENT ACCOUNTABILITY AND POLICY REFORM ACTIVITY

USAID/SENEGAL

SAHEL REGIONAL OFFICE (SRO)

NOFO NO.: 72068519RFA00003

December 2018

USAID | SENEGAL
FROM THE AMERICAN PEOPLE

Issue Date:	**December 03, 2018**
Deadline for Question:	**December 14, 2018**
Closing Date:	**January 11, 2019**
Closing Time:	**16:30 Local Dakar, Senegal Time**

Subject: **Notice of Funding Opportunity Number: 72068519RFA00003**

Program Title: **NIGER GOVERNMENT ACCOUNTABILITY AND POLICY REFORM ACTIVITY**

Catalog of Federal Domestic Assistance (CFDA) Number: 98.001

Ladies/Gentlemen:

The United States Agency for International Development (USAID) is seeking applications for a cooperative agreement from qualified entities to implement the NIGER GOVERNMENT ACCOUNTABILITY AND POLICY REFORM program. Eligibility for this award is not restricted.

USAID intends to make an award to the applicant(s) who best meets the objectives of this funding opportunity based on the merit review criteria described in this NOFO subject to a risk assessment. Eligible parties interested in submitting an application are encouraged to read this NOFO thoroughly to understand the type of program sought, application submission requirements and selection process.

To be eligible for award, the applicant must provide all information as required in this NOFO and meet eligibility standards in Section C of this NOFO. This funding opportunity is posted on www.grants.gov, and may be amended. It is the responsibility of the applicant to regularly check the website to ensure they have the latest information pertaining to this notice of funding opportunity and to ensure that the NOFO has been received from the internet in its entirety. USAID bears no responsibility for data errors resulting from transmission or conversion process. If you have difficulty registering on www.grants.gov or accessing the NOFO, please contact the Grants.gov Helpdesk at 1-800-518-4726 or via email at support@grants.gov for technical assistance.

USAID may not award to an applicant unless the applicant has complied with all applicable unique entity identifier and System for Award Management (SAM) requirements detailed in Section D.6.h. The registration process may take many weeks to complete. Therefore, Applicants are encouraged to begin registration early in the process.

Please send any questions to the point(s) of contact identified in Section D. The deadline for questions is shown above. Responses to questions received prior to the deadline will be furnished to all potential applicants through an amendment to this notice posted to www.grants.gov.

Issuance of this notice of funding opportunity does not constitute an award commitment on the part of the Government nor does it commit the Government to pay for any costs incurred in preparation or submission of comments/suggestions or an application. Applications are submitted at the risk of the applicant. All preparation and submission costs are at the applicant's expense.

Thank you for your interest in USAID programs.

Sincerely,

Yves Kore
Regional Agreement Officer

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SECTION A: PROGRAM DESCRIPTION

This funding opportunity is authorized under the Foreign Assistance Act (FAA) of 1961, as amended. The resulting award will be subject to 2 CFR 200 – Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards, and USAID's supplement, 2 CFR 700, as well as the additional requirements found in Section F.

Note: The term "program" as used in 2 CFR 200 and this NOFO is typically considered by USAID to be an Activity supporting one or more Project(s) pursuant to specific Development Objectives. Please see 2 CFR 700 for the USAID specific definitions of the terms "Activity" and "Project" as used in the USAID context for purposes of planning, design, and implementation of USAID development assistance.

NIGER GOVERNMENT ACCOUNTABILITY AND POLICY REFORM ACTIVITY

I. INTRODUCTION

Niger is receiving unprecedented attention from the U.S. Government (USG) and the broader international community due to the rise of instability throughout the Sahel, while concurrently the Government of Niger (GON) has emerged as a partner committed to improving regional and local security. The conclusions of multiple USG and other donor assessments and strategies are clear that more effective governance writ large and, more specifically, an increase in government responsiveness to citizen needs are critical to future security and development efforts in Niger. This lack of government accountability manifests itself in several ways, to include inaction at the policy-level to address constraints to economic growth, community development, and security, and to improve the operating environment for sectoral investments, including those of USAID.

In this context, USAID seeks a proposal for a new assistance award – cooperative agreement, entitled "Participatory Responsive Governance – Government Accountability and Policy Activity (PRG-GAP).[1]" The innovative approach USAID is proposing will build coalitions for reform (demand side) while providing targeted assistance to national institutions willing and able to champion reform (supply side). The demand and supply-side efforts will be bridged via the creation and strengthening of mechanisms and spaces for multi-stakeholder, policy-level dialogue and reform. These approaches will be coupled with intensive donor coordination to catalyze critical policy reforms relevant to the successful implementation of major USAID development interventions. The totality of this activity should result in enhanced government accountability and responsiveness to citizen needs and usher in an improved policy framework.

A critical key to success of this Activity will be the extent to which supported policies and approaches are demand driven. As such, the Recipient is expected to form close partnerships with USAID's sectoral partners and to target both demand and supply-side assistance to advance reforms identified as priorities by USAID projects and their sectoral stakeholders. In fact, PRG-GAP is a supporting mechanism of the Resilience in the Sahel Enhanced II program managed by the USAID Sahel Regional Office and serves as the national-level mechanism to advance sectoral reforms and strengthen key civil society and government institutions.

Subject to availability of funds, USAID anticipates making $7 million available for this new Award.

II. BACKGROUND

Over the past two decades, despite increasing amounts of Official Development Assistance (ODA) and relative success in attracting Foreign Direct Investment (FDI), particularly in the mining sector and the telecommunications industry, Niger remains stalled at the bottom of the

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[1] The recipient can propose a new name for this Activity to include names in French, Hausa, or Zarma that will resonate with citizens.

United Nations Development Program's (UNDP) Human Development Index (HDI). While the GON's response to exogenous factors such as violent extremism (VE) and terrorism has burdened the country's budget and disrupted the national economy in many regions, decreasing government performance is also attributable to government ineffectiveness, lack of citizen voice and government accountability, and corruption. This lack of government responsiveness to both the needs of citizens and development stakeholders has translated into citizen dissatisfaction with public service provision and hindered sustainable development outcomes. In fact, public service provision has decreased in critical development sectors. As an example, the education sector is routinely disrupted by teacher and student strikes throughout the school year, resulting in significant negative impact on education quality. In addition, the Ministry of Education is unable to manage the education workforce. The main complaints of teachers and students alike revolve around unpaid salaries and scholarships, lack of educational infrastructure, and nepotism and corruption in career management and teacher deployment. The result is a dysfunctional public education system that does not provide any adequate level of education to the vast majority of students.

The current environment cultivated by the GON's lack of responsiveness and transparency adversely impacts citizens' daily lives, but is also a constraint to development efforts being undertaken to address gaps in many sectors, and deter private investors from engaging in long-term partnerships. At the same time, key national policy, oversight, and service delivery institutions don't have the authority or capacity to effectively fulfill their mandates and respond to the needs of their constituents. The examples are numerous but one example is Niger's anti-corruption agency (HALCIA) reports to the Presidency and lacks financial independence. HALCIA actively investigates cases of corruption in health, education, and other sectors supported by USAID but the cases are sent to the Presidency for a determination on the course of action. As a result, the GON will prosecute some cases of corruption but not those involving individuals with ties to the ruling majority or those that may result in a judgement against the state's interests. At the same time, civil society currently does not have the voice or tools to track instances of corruption and mobilize to push for more prosecutions.

Low civic engagement has also contributed to perpetuating poor government performance and impunity. A growing number of citizens have lost faith in the effectiveness of the modern so-called democratic government. As a result, some youth are falling prey to violent extremist organizations' (VEO's) rhetoric about state inequality, nepotism, and ineffectiveness. In spite of this dismal picture, many civil society organization (CSO) leaders, journalists, private sector entities, reform champions, and decision makers are working with donor support, and continue to believe that change is possible.

Overview of the Development Problem

Since the HDI's inception in 1990, Niger has consistently ranked at the bottom of the index. Niger's poor performance – which reflects the GON's overall performance – raises questions regarding the GON's policy decisions and its ability to respond to citizen needs. Even within the Sahel, Niger lags behind its neighbors and peers (Benin, Burkina Faso, and Mali) on the World Bank's governance indicators that measure political stability, government effectiveness, rule of law, regulatory quality, and corruption control. A number of factors have contributed to Niger's persistently low ranking at the bottom of the HDI, including:

Weak Civil Society and Low Civic Engagement

Nigeriens' civic engagement is very low. CSO membership is minimal and members seldom pay their dues, which is one factor in their overwhelming reliance on donor funding for administration and programming costs. This reliance often makes CSOs more beholden to donor priorities, instead of identifying and addressing local priorities. CSO dependence on donor funding also diverts their attention from substantial engagement on critical governance issues to focus on donor funding opportunities. While labor unions have been vocal and visible with frequent strikes and demonstrations to vocalize their collective interests, their enthusiasm and engagement does not extend to defending issues of broader public concern. Niger's private sector, which is vital to the country's economic growth, is still relatively weak and has yet to develop into a significant lobbying block to advocate for an improved business and investment enabling environment. In short, individual and collective actions designed to identify and address issues of broad public concern often have few champions, who themselves have limited capacity to initiate, analyze, and advocate for development policies or build popular support. In the face of little or no demand for reform, the government has no incentive or reason to take action.

There are, however, signs of what is possible emanating from social transformation champions. Despite lack of government support, influential CSO leaders and journalists have recently mobilized citizens for collective action in urban areas and are proactively monitoring public sector performance. CSO activists have successfully advocated for hygiene and sanitation activities in Niamey, which are now currently under implementation and gaining traction from the central government. Social media-based campaigns have increased awareness of VEO violence on populations in the Lake Chad Basin region and resulted in a call to action to stem the violence and provide humanitarian assistance. Nigerien media, through investigative journalism, revealed financial scandals and various corruption schemes involving senior government officials in 2017. Some producer associations have also had success in advocating for and finding resources to support producers and their communities.

Poor Policy Reform Environment

Low public accountability and civic engagement are major reasons for poor governance performance and weak mechanisms and environment for policy reform. Development activities designed to directly support GON's development objectives face legal and policy hurdles that hinder performance and prevent measurable and sustainable results. In many sectors, such as education, health, food security, agriculture, water, and governance, the legal and institutional environment presents weaknesses and gaps not conducive to sustainable development. Local solutions to development issues cannot be sustained or scaled up without national policies and legal frameworks to support them. Local conventions, for example, supported under USAID's resilience project have proven themselves instrumental in reducing farmer-herder conflicts by facilitating agreement over use of and access to natural resources and mediation mechanisms to resolve disputes. Ultimately, sustainability will require increased funding and policy changes supported by the central government recognizing the efforts at the local level.

Core DRG problem: Political Accountability and Competition

In 2017, USAID conducted a nationwide democracy, human rights and governance (DRG) assessment in Niger. The assessment found that deficits exist in each of the five DRG dimensions[2] but that the core of Niger's poor development performance is centered on weak political competition and government accountability. In short, the combination of low citizen engagement to hold the government accountable and actively participate in economic and political processes, a lack of information and access to government opportunities, and ineffective accountability within government institutions results in a vicious circle whereby the GON has little incentive to improve services or enact more responsive policies to citizen needs. At the same time, citizens do not believe that action will bring about change.

Critical national government institutions responsible for government oversight, ensuring government transparency and accountability, and providing checks and balances in governance structures depend financially on and are politically aligned with the executive branch. This conflict of interest with the executive hinders their capacity to fulfill their mandate effectively.

In fact, Niger's public expenditure and financial accountability mechanisms, the backbone of policy implementation in any sector, are rated among the lowest of the world (Niger's Open Budget Index ranking is 17/100). Niger's budget process is not open to citizen input and suffers from limited effectiveness of Parliamentary oversight of the executive. The Supreme Audit Institution files annual audit reports addressed to the head of the executive branch as a simple formality. The HALCIA investigates mismanagement of public funds but major instances of corruption are rarely prosecuted, especially if they involve those with ties to the government. The impunity of connected elites further fuels citizen anger and frustration.

Niger also suffers from opaque policy formation and government decision making and implementation without sufficient citizen input. Legislative and policy formulation and adoption are often not participatory or transparent, and consequently lack popular support – which in turn hinders effective implementation.

Niger's Parliament, for example, is one of those public accountability institutions with a strong mandate on paper but which struggles to fully accomplish its mandate. Parliament is dependent politically and financially on the executive branch, with the ruling coalition holding four-fifths of the seats. Parliament has shown a want and ability to both conduct executive oversight (e.g., questioning ministers on government performance) and form better public policy (e.g., the Defense Committee meeting with conflict-affected communities to understand the impact of security measures). At the same time, the executive branch is still able to effectively control the parliamentary agenda and legislation.

[2] The five dimensions defined by USAID's Strategic Assessment Framework (SAF) are Consensus, Inclusion, Political Accountability and Competition, Rule of Law and Human Rights, and Government Responsiveness and Effectiveness

In this context of low horizontal accountability, poor public sector performance is a perpetual source of frustration for citizens. In the absence of a mechanism for recourse, the fear is the weak governance, poor service delivery, and impunity will push citizens to join VEO's. Illegal and/or violent alternatives to defend or promote interests are an option for Nigeriens in remote and under-governed parts of the country.

Due to the distrust between the GON and civil society, development partners will have to play a critical role in facilitating constructive engagement between the government, citizens, and civil society. USAID, in coordination with this activity, will champion donor coordination to support constructive engagement spaces on the most binding institutional, legal and policy barriers hindering the provision of public goods and effectiveness of development investments.

Lessons Learned from USAID Assessments

The Niger DRG Assessment recommended that USAID focus on realistic interventions, primarily at the local level and linked to ongoing resilience and CVE-focused initiatives, to consolidate and extend positive impacts across sectors. On the other hand, due to current incentive structures, the assessment concluded that the impact of supporting broad state-led policy reform initiatives at the national level will be limited. The assessment also highlighted the need to support the integration of DRG principles and practices across USAID's development portfolio given the weak state of governance in all sectors and at all levels. These findings largely drove the design of this activity. Namely, the strong focus on building coalitions for reform and mechanisms to improve government accountability; building off of USAID's local level, sectoral investments.

USAID program assessments and evaluations also found that poor implementation of existing policies hinder development outcomes. For example, in the education and health sectors, ineffective regulations governing the recruitment, placement, and monitoring of civil servants has resulted in uneven placement of teachers and health workers across the country, especially in rural areas. In agriculture, the Millennium Challenge Corporation, USAID, World Bank, and others are supporting seed and fertilizer sector reform to improve market efficiency.

Niger is also in need of instituting policies that are more youth and gender focused. In addition, rigorous data collection and analysis is required to better understand the most critical constraints to growth and development and to determine what approaches are most effective and should be scaled-up.

III. INTEGRATED PROGRAM STRATEGY

The overall success of this Award will be directly related to the recipients' ability to implement an integrated activity in which interventions are closely coordinated with and leverage prior and current assistance provided by USAID and other donors.

USG Integrated Country Strategy (ICS)

The activity closely aligns with and contributes to U.S. Embassy Niger's Integrated Country Strategy (ICS) 2016-2018. The activity will specifically support ICS Goal 1: **Strengthen democratic institutions and stability by improving government accountability, service delivery, and respect for human rights** and the following supporting Mission Objective and Sub-Objective:

- Mission Objective 1.2: Targeted Nigerien executive branch institutions increase their capacity and effectiveness, leading to improved management and more equitable access to quality services
    - Mission Sub-Objective 1.2.1: Greater implementation of sectoral reforms, leading to improved capacity in planning, policy-making, implementation, and leadership

Coordination with Other USAID Programs and Activities

The PRG-GAP is a supporting mechanism of the Resilience in the Sahel Enhanced II (RISE II) program managed by the USAID Sahel Regional Office. RISE, first launched in 2014, supports vulnerable citizens in Burkina Faso and Niger to effectively prepare for and respond to environmental and man-made crises, and pursue sustainable pathways out of poverty. To achieve this goal, the program addresses the underlying causes of vulnerability and risk, which lead to a cycle of humanitarian crisis and response whenever climatic or other shocks occur. USAID's Office of Food for Peace and Office of U.S. Foreign Disaster Assistance targets the most vulnerable with life-saving interventions, which include activities such as direct food provision, cash transfers, temporary employment opportunities, improved access to seeds and training in more effective livestock and agricultural practices.

Demand Driven Reform:

As highlighted in the Introduction, USAID expects this Activity to directly support reforms identified by USAID sectoral partners as critical to improving the enabling environment and advancing their objectives. In the same manner, this Activity should support demand and supply-side institutions best positioned to champion and advance the desired sectoral reforms.

At the same time, USAID's development programs increase sustainable economic well-being through increased agricultural productivity, income diversification, and increased access to markets and financial services. RISE also seeks to improve health and nutrition and strengthen institutions and governance vital to community resilience, such as local authorities, producers and community associations, and natural resource management planning.

The RISE II Results Framework is attached to this Scope of Work. This activity will directly contribute to RISE II's Objective 4, particularly to IR 4.3: Improved functioning of national resilience-base institutions and IR 4.3.1: Strengthened national resilience policies. The activity will also support IR 4.2: Strengthened local civil society and community-based organizations, especially IR 4.2.3: Greater transparency and accountability.

This activity will also support the Bridge project currently under design by championing targeted security sector policy reforms and strengthening state-citizen dialogue and engagement on security matters. The Bridge project will focus development programming in good governance and economic growth in targeted geographic areas across the Sahel, but in Niger it will focus on the Tillaberi region. These areas are trending in the wrong direction in terms of the spread of violent extremism and recurrent humanitarian crises. The Bridge project will include flexible implementation mechanisms that can be adjusted as VEO influence is diminished, security expanded, and opportunities for longer-term programming are created. Project areas will include: 1) Local governance and access to justice, and 2) economic livelihood programming.

This activity should form a close partnership with USAID Niger's Participatory Responsive Governance—Principal Activity (PRG-PA). PRG-PA, launched in 2016 and scheduled to end in 2021, seeks to improve government responsiveness and service delivery in three priority sectors -- health, education, and security -- by strengthening the ability of citizens at the local-level to identify priorities, find local solutions, and more effectively advocate for their needs. Niger is particularly challenged in these sectors. The World Health Organization ranked Niger's health system 170 out of 190 countries in 2015; Niger is currently ranked the least educated country in the world; and the country suffers from multiple insurgencies and outbreaks of banditry. In this regard, PRG-PA has three target outcomes:

1. Elections are more responsive to priority public needs;
2. Improved multi-stakeholder (government, CSOs, religious and traditional authorities, citizens, etc.) dialogue leads to joint action to address citizen priorities; and,
3. Capacity of key actors is increased to promote participatory governance.

In addition to the above programming, the USAID Niger Country Office recently ended its six year CEPPS/Niger Increased Transparency and Accountability in the Management of Natural Resources (NITAP) project. The CEPPS award focused on increasing legislative capacity to review and draft new legislation and monitor implementation, with a particular focus on extractive industries, electoral reform, human rights, and gender. A new electoral support project, currently under design, will support free, fair, and transparent national, regional, and local elections in 2021 by building broad-based political consensus on elections and providing technical assistance to the new Electoral Commission focused on the establishment of procedures and processes to effectively administer future elections.

<u>Alignment with Government of Niger Strategic Interests</u>

Niger has three main strategic frameworks, notably Vision Niger 2035, also called the Strategy for Sustainable Development and Inclusive Growth (SDDCI); the Economic and Social Development Plan (PDES) 2017-2021; and the Nigeriens Nourishing Nigeriens (3N) Initiative, a food security strategy based on agricultural, forestry, and pastoral development.

This activity aligns with the PDES 2017-2021, adopted in September 2017. The PDES 2017-2021 is the first five year plan that operationalizes the SDDCI Niger 2035, adopted in May 2017. The PDES 2017-2021 is also based on the GON's Renaissance Program 2 articulated and its eight priorities: (1) promote cultural renaissance, (2) further consolidating democratic institutions, (3) ensure the safety of people and goods, (4) ensure access to water for all, (5) ensure food and nutrition security through 3N, (6) develop communication and energy infrastructure, (7) develop social sectors: namely, education and health, (8) promote youth employment. Under the PDES 2017-2021, the GON specifically prioritizes the need to strengthen governance, including the transparency and efficiency of public institutions, in order to improve public service delivery.

PRG-GAP must work closely with selected government accountability institutions to potentially include the National Parliament's relevant committees, the Office of the Ombudsman, the Prime Minister Office's Public Policy Analysis and Government Performance Evaluation Unit (CAPEG), the High Commission for State Modernization (HCME), sectoral government institutions such as Nigeriens Nourishing Nigeriens (3N), among others. The USAID Niger Country Office's previous engagement with Parliament proved that formal Memorandum of Understandings (MOU) between implementing partners and Parliament were instrumental to the smooth implementation of activities by clearly delineating roles and responsibilities and taking into account the institution's priorities. USAID supports the continuation of this practice, particularly with the key accountability institutions targeted for assistance.

IV. ACTIVITY GOAL, THEORY OF CHANGE, AND ACTIVITY OBJECTIVES WITH ILLUSTRATIVE ACTIVITIES

<u>Activity Goal:</u> Civil society more effectively engage the government while key government institutions are more effective in their mandate and responsive to citizen needs; thereby, creating space and effective mechanisms for public policy reform.

Note: For this Award, the USAID Niger Country Office uses the broadest possible definition of civil society --- any organization or individual that is independent of the government. As such, civil society includes but is not limited to civil society organizations, media, academia, private sector firms, traditional and religious leaders, unions, associations, women and youth groups, and citizen activists.

<u>Theory of Change:</u>

IF civil society has the capacity to effectively use social accountability tools[3] and approaches (transparency, participation, and mobilization) to build effective coalitions for reform and hold the government accountable;

IF targeted horizontal accountability institutions (horizontal accountability) are more effective and responsive; and,

IF constructive engagement spaces between citizens and the state are catalyzed for consultations and policy dialogue;

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[3] Social accountability tools and approaches include but not limited to citizen monitoring and oversight of government performance, dissemination of public information access, public complaint and grievance redress mechanisms, citizen participation in government planning and budgeting processes, and citizen input into policy decisions.

THEN public policy formulation, enforcement, and implementation will improve.

Geographic and Sectoral Focus

The PRG-GAP will address national-level policy reforms. The activity must focus its interventions in sectors currently supported by USAID -- resilience and agriculture, humanitarian assistance, health, education, countering violent extremism, energy, and water. As such, the activity will need to coordinate closely with USAID implementing partners and sectoral stakeholders operating throughout the country. The activity's interventions will primarily be performed at the national-level with the Parliament, government ministries and institutions, private sector actors, civil society organizations, media, and other actors, most of whom are based in the capital of Niamey.

Objectives, Illustrative Activities, and Targets

The following section details the three interconnected activity objectives to include illustrative activities, targets, and deliverables for the offeror's consideration.

- At the award's inception, the recipient should conduct a Political Economy Analysis (PEA) that identifies the underlying interests, incentives and constraints behind weak government accountability and poor policy formulation. Understanding political competition and the political and economic interests and actions of political elites will, for example, give insight on "what" and "who" can convince policy-makers to enact reforms with citizen input. The results of the PEA and other assessment should guide work plan development and activity implementation.

Objective 1 - Demand Side Objective: Civil society more actively and more effectively hold the government accountable and build demand for targeted policy reforms and improved government implementation

Activities under this objective will support the establishment of civil society reform coalitions to demand reform and hold the government accountable. This objective will also support the scaling and institutionalizing of promising solutions to address citizen priority issues. These interventions will be focused in priority sectors where USAID is heavily investing, which include resilience and agriculture, humanitarian assistance, health, education, countering violent extremism, energy, and water. In addition, the recipient should prioritize the engagement with civil society entities deemed most capable of advocating for and securing policy reform and enhanced government accountability. As such, civil society may be sector-specific; for example, the private sector and producer associations in resilience and agriculture sectors or citizen committees and unions in social sectors.

In the Nigerien context of heavy reliance on donor funding to provide even basic government services, donors' convening power will be critical to ensuring productive dialogue between civil society and the government on critical policy reforms. The recipient should support mechanisms and approaches that mobilize donor engagement and programming behind reform efforts supported by the Activity. In doing so, the recipient should find ways to insert civil society more effectively in donor coordination and decision-making.

> **Illustrative Demand Side Example:**
>
> Onion producer associations in Tahoua are becoming strong advocates for their constituents. As one example, they entered into an agreement with local authorities to collect transit taxes in exchange for keeping a portion of the tax revenue. A USAID GDA is now helping the associations improve their planning and budgeting to better invest the funds back into the communities.
>
> Producer associations, however, have not mobilized nationally and, as such, their voice is muted beyond the local level. Can produce associations be a reputable voice for their constituents and promote agriculture reform? Can they identify the priority needs of their sector and mobilize to effectively advocate for change?

Giving voice to youth, women and girls, and marginalized populations is a priority for this Activity. With about 70% of the population under the age of thirty, youth represent a major untapped voice in society. Niger's future will largely be determined whether the youth of today will be given a stake in shaping the country's political, economic, and social environment or whether they will be excluded.

Women and girls as well are often marginalized in decision-making at all levels of government and society to the detriment of their communities. In addition, marginalization of groups could result in them turning away from the state and towards violent extremist organizations that play to their grievances. It is, therefore, critical that their voices are heard and channeled to demand and, ultimately, improve government responsiveness.

The recipient should also build on collective action efforts undertaken under the PRG-PA at the local-level and expand to new development sectors supported by USAID. Launched in February 2016, PRG-PA is currently implemented in 24 communes in four regions of Niger but will soon add communes in the Tillaberi region. PRG-PA is popularizing collective action approaches and creating an enabling environment for proactive citizen participation and feedback to local and regional governments.

Illustrative activities under this objective include but are not limited to:

- Assess the political, legal, and social context for civic engagement;
- Utilize analytical tools to determine how youth and women organizations can improve their ability to engage with their constituents and advocate on their behalf;
- Strengthen civil society capacity to use social accountability tools;
- Support civil society advocacy and collective action efforts demanding policy reform and/or government action in response to citizen needs (i.e. building coalitions for reform);
- Support civil society oversight of service delivery;
- Elevate the role of civil society in donor coordination and donor decision-making processes;
- Develop mechanisms and tools that enable civil society to share information, best practices, and successes nationwide;

- Strengthen civil society capacity to use innovative tools and approaches to monitoring public service delivery in an environment with lower internet penetration and high illiteracy (ICT, social media, petitions, e-government, social accountability tools and approaches etc.); and,
- Strengthen civil society capacity in policy analysis, initiation, formulation, and advocacy.

Illustrative results under this objective include but are not limited to:

- Improved civil society monitoring and oversight of the government;
- Strengthened civil societies' capacity to use social accountability tools and approaches;
- Strengthened civil society networks for public service delivery monitoring;
- Strengthened civil society capacity to initiate, analyze, and advocate for policy change;
- Social accountability, political, legal and social context assessments are available;
- Increased citizen input to selected laws and policy processes; and,
- Increased citizen online participation in public affairs.

Objective 2 - Supply Side Objective: Targeted government institutions (e.g. law makers and policy makers) are more accountable to citizens and more effective and transparent in their operations

Activities under this objective will improve horizontal accountability by providing support to select national institutions and policy change champions to effectively perform their role. The activity will provide targeted support to two types of national institutions: 1) Cross-sectoral policy and/or oversight institutions such as Parliament, High Authority for State Modernization (HCME), Ministry of Finance, Center for Policy Analysis (CAPEG), Supreme Audit Institution, and the Ombudsman; and, 2) Sectoral policy, coordination, and/or service delivery institutions such as 3N, National Program to Combat Malaria (PNLP), and line ministries.

USAID requests that the recipient provide support to Parliament to strengthen the capacity of committees to transparently formulate, adopt, and oversee the implementation of laws relevant to development investments in resilience, security, and other priority sectors. Parliamentary committees, while currently controlled by the ruling majority, have displayed the desire to improve their public policy formulation and increase their oversight of government agencies.

> **Illustrative Supply Side Example:**
> CAPEG is at the center of GON efforts to improve government accountability. Starting last year, all line ministries have to send an annual work to plan to CAPEG followed by quarterly progress reports and an annual performance report. CAPEG also chairs portfolio reviews at the ministerial level to review and discuss progress towards GON objectives.
>
> CAPEG now wants to collect data from communes and regions to triangulate information received from the ministries. They also want to establish a set of multi-sectoral indicators with targets to help determine the effectiveness of GON investments at the local level. Can these processes be leveraged to make government more transparent and accountable, especially if the information is broadly shared?

Beyond Parliament, support to cross-sectoral policy and/or oversight institutions should be based on their willingness and ability to improve government accountability, institute checks and balances in the governance system, and institute transparent and inclusive transparent policy reform processes.

Targeted support to sectoral policy, coordination, and/or service delivery institutions should focus on ensuring they are more effectively able to fulfil their mandate, lead inclusive coordination mechanisms, and be responsive to constituent needs.

Illustrative activities under this objective include but are not limited to:

- Assist targeted institutions with policies, procedures, and skill sets (including leadership and strategic management) to guide operations and enforcement of laws, regulations, and policies;
- Provide technical assistance to targeted institutions to improve their overall effectiveness to include their ability to lead coordination mechanisms, monitor and evaluate policies and program implementation, and form effective partnerships;
- Targeted training for selected public administrations officials on citizen charter awareness and adoption;
- Support mechanisms for information disclosure, demystification, and dissemination to the public (i.e. enhancing citizen awareness and understanding of their rights, key law and policies, budget formulation, and government decision-making processes);
- Support Parliamentary openness and responsiveness to citizens, civil society, and the media (i.e. open committee hearings and requesting broad input during policy formulation);
- Support transparent, participatory budgeting at the national-level; and,
- Support public complaint and grievance redress mechanisms.

Illustrative results under this objective include but are not limited to:

- Enhanced national-level institutional capacity to engage civil society on policy reform and program delivery;
- National-level institutions are more able to coordinate donors and other stakeholders and monitor and evaluate policy and program effectiveness;
- Budget formation is more inclusive and transparent by the executive with a stronger role for Parliament;
- Improved parliamentary engagement and dialogue with citizens;
- Systematic use of citizen charters in the public administration of services;
- Public information is readily available and accessible to citizen in a clear and intelligible way;
- Increased citizen awareness of outlets for public information; and,
- Effective complaint and grievance redress mechanisms are available.

Objective 3 - Bridging the Demand and Supply Side: Constructive engagement spaces between citizens, civil society, and the state to identify and implement targeted priority reforms are created and strengthened

Activities under this objective will catalyze the institutionalization of constructive engagement mechanisms and spaces in which the GON, donors, and civil society to analyze constraints to economic development and improved security, identify priority reforms to address those constraints, and engage in participatory, transparent policy reform processes.

Illustrative Bridging Example:

The 3N initiative is responsible for developing and implementing a national food security strategy based on agricultural, forestry, and pastoral development. In this role, they are responsible for coordinating relevant GON programming across relevant ministries and to serve as a focal point for donors and civil society operating in the food security space.

3N, however, does not have the capacity to effectively coordinate such a complex strategy with numerous and diverse actors despite showing a want to do so. Can improved mechanisms be developed that bring together 3N and civil society to jointly discuss and develop food security-related policy and reforms? Can 3N and civil society jointly review and assess progress against the strategy? Can 3N and civil society join forces to push for reform and then monitor its implementation?

In order for the engagement spaces to be effective, however, USAID's past experience with policy reform in Niger shows that there first must be strong political will for reform and significant pressure from credible civil society voices. USAID, for example, supported transparent, inclusive reform efforts related to anti-corruption and electoral reform in recent years. These efforts were led by the GON but included extensive input from political parties and civil society.

These transparent processes resulted in the drafting of strong, consensus legislation. In each instance, the GON amended the legislation at the last moment to weaken it or consolidate authorities immediately before the legislation went to Parliament. Without any debate, the Parliament (80% majority) voted in the GON's version of the legislation.

The missing element in these other instances of failed policy reform was the lack of an effective coalition of voices to hold the government accountable not adhering to the results of the transparent policy reform processes. With that being said, USAID is concerned over the closing space for state-citizen dialogue and, as such, prioritizes mechanisms for citizens to more effectively voice their demands and needs directly to those in authority.

Illustrative activities under this objective include but are not limited to:

- Support studies and analysis pertaining to citizen priority issues, laws, policy initiation and implementation, and government performance;
- Support Parliament and relevant GON institutions to open parliamentary committee proceedings to citizen input and feedback;
- Support sectoral and issue based political economy analysis to inform policy reforms;

- Support development practitioner sharing forums (donors, INGO and NGOs, academia, think tanks, and GON) where development practitioners and academics detail best practices to public and private goods and service delivery and present policy implications for their adoption, upscaling, and sustainability; and,
- Support sectoral and cross-cutting policy forums for policy analysis, initiation, formulation, and advocacy.

Illustrative results under this objective include but are not limited to:

- Increased support of annual sectoral or cross-cutting policy forums that bring civil society, development practitioners and decision and policy makers and lawmakers together to present and review citizens priorities and related policy initiatives;
- Policy makers and lawmakers routinely seek input from civil society during policy formulation;
- Selected Parliament committee hearings and Parliament plenary sessions are open to citizens and civil society;
- Mechanisms and space for citizen, civil society, and state dialogue on policy reform and service delivery are strengthened or created; and,
- Sectoral and cross-cutting policy forums to support the initiation, advocacy adoption, and implementation of laws and policies critical to better development outcomes are sponsored by USAID and other donors.

V. ILLUSTRATIVE INDICATORS

The following are illustrative indicators to measure progress towards Activity objectives. These indicators are illustrative only and should be refined by Applicants in proposal development and then in collaboration with the USAID Niger Country Office at the start of the Activity. The recipient, however, should include the relevant indicators from the U.S. Foreign Assistance Framework, specifically those related to election administration and institution building. Please see Section XI: Activity Monitoring, Evaluating, and Learning for more details.

Activity purpose: Citizens and civil society more effectively engage the government while key government institutions are more effective in their mandate and responsive to citizen needs; thereby, creating space and mechanism for public policy reform

- Percentage of Nigerien who perceive improvements in government accountability on policy reform

Objective 1: Civil society more actively and more effectively hold the government accountable and build demand for targeted policy reforms and improved government implementation

- Number of demand-side initiatives that have been incorporated systematically into national policies;
- Percentage of citizens perceiving value in participating in policy formulation processes;
- Number of civil society organizations using social accountability tools and approaches;

- Number of civil society organizations trained in policy analysis, initiation and advocacy; and,
- Number of civil society organizations using innovative tools to monitor public service delivery.

Objective 2: Targeted government institutions (e.g. law makers and policy makers) are more accountable to citizens and more effective and transparent in their operations

- Satisfaction rate on services provided by agencies subscribing the Citizens' Charter Program (as measured by annual percent increase in overall satisfaction rate in citizens' report cards);
- Number of executive oversight actions taken by the legislature receiving USG assistance;
- Number of laws or regulations to address sectoral constraints and improve operating environment for development investments with USG technical assistance;
- Percentage of citizens using grievance redress mechanisms who report that they are satisfied with their case treatment;
- Number of government services adopting citizen charters;
- Percentage of citizens perceiving positive change in access to public information;
- Number of public interest fora held by the parliament;
- Targeted government institutions capacity index;
- Percentage of citizen perceiving greater transparency and access to public information; and,
- Number of functioning grievance redress mechanisms supported by USG assistance.

Objective 3: Bridging the Demand and Supply Side: Constructive engagement spaces between citizens, civil society, and the state to identify and implement targeted priority reforms are created and strengthened

- Number of citizen networks engaging in issues of social accountability related to budgets, public expenditures, and service delivery;
- Number of multi-stakeholder policy forums held in which state institutions obtain input into required reforms and/or best practices for scaling;
- Number of constructive engagement forums bringing SI, GON and development practitioners together for policy dialogue;
- Number of parliament committee hearings open to citizens and civil society;
- Number of mechanism and space for citizen, civil society, and state dialogue on policy reform and service delivery strengthened;
- Number of sectoral and cross-cutting policy forums sponsored by USAID and other donors;
- Number of studies conducted to inform policy reform;
- Number of best practice forums held; and,
- Number of policy forum held to assess and discuss about policy reform

VI. GENDER

PRG-GAP will address national-level policy reforms to improve the operating environment for USAID's major investments in sectors such as food security, resilience, agriculture, health, education, and countering violent extremism. The RISE II program is the most significant USAID investment to which this activity will contribute. The RISE II design included gender considerations incorporated in sectoral analysis, project evaluations, and research efforts. As part of RISE II, USAID is funding an ethnographic study on how women in Niger conceive of, and define, women's empowerment. The study is expected to conclude in late summer 2018. This ethnographic study is in response to USAID's observation that improving women's standing in target communities has been one of the most challenging aspects of USAID programming, and that we need to adjust our approach to better match local cultural and religious perspectives.

The RISE II gender analysis identified gender gaps to include several with policy-level implications. Based on this analysis and USAID learning from program implementation, the following issues need to be addressed:

- Harmonization is required between human rights and gender legislation and international conventions protecting women. Niger ratified many international conventions to include the Convention on the Elimination of All Forms of Discrimination against Women in 1999 and the optional Protocol on Violence Against Women in 2004. Niger also signed but has not yet ratified The African Charter on Human and Peoples Rights on the Rights of Women in Africa. However, the national legal framework pertaining to women rights and protection is not fully aligned with these international conventions.

- Promoting women self-agency through access to education is critical to reducing inequality. The lack of or unequal access to education represents a lifetime impediment to fully attaining a productive and enriching life for women. Development efforts should support young girls' basic education and remedial education (i.e. literacy) to ensure a leveled playing ground for all. USAID learned through recent programming that most often resilience programs are targeted at the most vulnerable citizens but, yet, this type of programming is more beneficial to educated populations. The illiterate population, often the most vulnerable, is missing the basic ability to critically analyze, retain, and put into practice valuable learning that ensures long lasting economic and social benefits.

- The underlying sources of gender inequality lay in discriminatory traditional beliefs and practices and that this discrimination is often translated into modern laws and policies when an appropriate gender lens is not applied.

Given the above, policy reform efforts under this activity should analyze and address gender gaps in existing policies and ensure that a gender lens is applied to new policy formulation processes. More broadly, promoting gender equality and advancing the status of women and girls is vital to achieving USAID's development objectives. It is USAID policy that all awards mainstream and integrate gender into their interventions. Therefore, the recipient will be required to demonstrate compliance with USAID Policy ADS 205, and should explicitly state how this activity supports the gender policies and strategies of the United States and the GON.

VII. YOUTH

The USAID Youth in Development Policy and the Positive Youth Development approach emphasize the centrality of youth participation to achieving development outcomes. This activity will provide youth with the opportunity to shape existing laws and policies often detrimental to youth development through active participation in policy analysis, initiation, and adoption. Positive Youth Development principles should be fully integrated into activity implementation. The activity should prioritize the inclusion of youth associations and other youth groups in demand side activities to include the creation and strengthening of government accountability mechanisms. Youth participation should also be prioritized in policy formulation, adoption, and implementation conducted under this activity. The activity will, in fact, provide a unique opportunity for USAID to shape national sectoral policies with a youth development lens.

USAID is currently co-funding a countrywide youth assessment with UNICEF. The assessment is analyzing the challenges and constraints faced by youth and to rethink the relevance and effectiveness of policies and programs intended for them. The assessment final report with findings and recommendations is expected by the end of 2018. The results of this assessment will be used to inform this and all other USAID projects under design or implementation.

VIII. SCIENCE, TECHNOLOGY, INNOVATIONS, AND PARTNERSHIPS

The USAID Niger Country Office is placing an increased emphasis on the need to identify and apply Science, Technology, Innovation and Partnership (STIP) to overcome the significant development challenges that exist in Niger. In a country with over 70% illiteracy, 70% of households food insecure, less than 4% rural electrification, weak government structures, and an underdeveloped private sector, there is a strong need to find innovative approaches and harness technology to achieve development outcomes, make investments more cost-effective, and bring ground-breaking innovations to scale. Potential examples of STIP within the context of this activity include leveraging technology to build civil society demand for reform, innovative approaches and partnerships to monitor government performance, and innovative systems to improve government transparency and effectiveness. The recipient should integrate STIP approaches, to the extent possible, in activity design, implementation, and learning.

IX. ROLES AND RESPONSIBILITY FOR PERFORMANCE

Role of the Implementer:

The recipient will have responsibility to coordinate and oversee all engagement and activities implemented under the award. These management responsibilities include technical direction, oversight and monitoring of sub-awardees. A permanent presence in the capital city, Niamey, will be required during the performance period.

USAID is designating two expatriate positions as Key Personnel; a Chief of Party (COP), and a Policy Reform Adviser. The COP will have responsibility for overall management of the award. Due to the importance of Objective 1 activities and building effective coalitions for reform, the recipient needs to ensure that the COP and activity staff have the experience and expertise to implement innovative civil society mobilization and strengthening activities in a challenging environment. The Policy Reform Adviser will be the lead technical person and will provide technical assistance to government institutions under Objective 2 and will play a key role in building constructive engagement spaces under Objective 3.

Guided by the work plan, the recipient may need to utilize international and regional technical experts (Short Term Technical Assistance – STTA) across all three Activity objectives. To the extent possible, the recipient should seek to utilize Nigerien and regional organizations or experts capable of providing needed technical assistance or implementing key activities as either partners, STTA, or sub-grantees.

Role of Niger Field Office:

The USAID Niger Country Office will nominate an Agreement Officer Representative (AOR) from its DRG team to the Agreement Officer (AO) for designation. The AOR will lead and manage this Activity to include maintaining regular communication with the Recipient field staff, monitoring training and other technical assistance provided by the recipient, and engaging with the GON and other election stakeholders in support of the Activity.

Role of the Sahel Regional Office:

This Award will be administered by the Regional Agreement Office in USAID/Senegal and all major decisions regarding this funding instrument will come from that office.

X. COLLABORATING, LEARNING, AND ADAPTING

This activity is expected to contribute to the USAID Niger Country Office's commitment to a multi-faceted Collaborating, Learning, and Adapting (CLA) approach to development. The CLA approach is based on the understanding that development efforts yield more effective results if they are coordinated and collaborative, test promising, continuously identify new approaches in a rapid, yet targeted manner to generate improvements and efficiencies, and build on what works and eliminate what doesn‘t. CLA creates the conditions for fostering broader development success by:

- Collaborating: Facilitating collaboration internally and with external stakeholders to promote increasingly national-led socio-economic development; enhancing existing stakeholder engagement into learning platforms; and coordinating with other USG- or other complementary activities to ensure complementarity and reduce overlap, while also facilitating learning among activities (to reduce the collective cost while enhancing shared results faster);
- Learning: Generating and feeding new learning, innovations, and performance information back into the program strategy to inform program management, design, policy dialogue opportunities and funding allocations; creating pauses for reflection within the activity implementation scheme, engaging stakeholders for shared 'learning moments;' conducting analytical review of existing and/or new evidence that may support or contradict common understanding;
- Adapting: Translating learning (from within the implementation experience or external sources) and considering changing conditions, along the lines of the risks, assumptions

and game changers, into strategic and programmatic adjustments. This could include adjusting work plans to account for contextual shifts or tacit learning from a team's experience, while clearly and explicitly capturing and sharing the rationale for adjustments along the way.

All of the three CLA dimensions are equally important and should be taken into account. Objective 3, particularly stresses on *catalyzing* the institutionalization of constructive engagement spaces where donors, CSOs, academia, and think-tanks collaborate on citizen priority issues, legal and policy formulation and implementation, and government performance. These constructive engagement spaces, for example could include standardized processes whereby government and lawmakers seek international NGOs, CSOs, academia, and think tank contributions on policy and law drafts.

The Activity's monitoring, evaluation, and learning (MEL) system should use USAID's CLA principles to effectively collaborate with other implementing partners and integrate real time monitoring and learning back into the strategy and implementation and ensure that knowledge is shared with the broader RISE and host country community.

XI. ACTIVITY MONITORING, EVALUATING, AND LEARNING

The recipient will be responsible for devising and implementing a Monitoring, Evaluation, and Learning Plan (AMELP), including appropriate indicators linked to each anticipated result, targets for each indicator, a process to collect data on program performance in a timely and cost-effective manner, and a system for analyzing and using this data to consistently improve activity performance.

Furthermore, the recipient will be required to monitor the context. Context monitoring is the monitoring of local conditions that may directly affect implementation and performance or external factors that may indirectly affect implementation and performance.

XII. SUSTAINABILITY

USAID's goal, at the end of the activity period, is for interventions to be 'partially sustainable.[4]' Increasing civil society engagement on government accountability and public policy reform is a long term endeavor beyond the lifespan of this activity. Ensuring full sustainability of results will require further engagements of civil society and key accountability institutions as well as sustained donor coordination mechanism that will commit to supporting constructive engagement spaces between the GON and civil society. The recipient should, however, prioritize institutions, engagement spaces, coordination mechanisms, and other interventions with the most likelihood of continuing and even expanding their mandate and activities beyond the life of the activity.

Some activity interventions will result in a better legal and regulatory framework for the social accountability environment and improve the policy environment in different sectors. These types

[4] Based on USAID/Senegal's sustainability analysis framework.

of results linked to policy reform and improved legal frameworks have good chances to be fully sustained.

Most importantly, however, is the need to increase the capacity of civil society to include on advocacy, coalition building, analysis, utilization of social accountability tools, and IT platforms that are sustainable beyond the life of this activity. To accomplish this objective, the recipient should include civil society not just as beneficiaries but as local Activity partners. As Activity partners, civil society will learn by doing and also place them in a leadership role in policy reform efforts with the GON. To the extent possible, the recipient should take a phased approach in which local partners gradually take over leadership of key aspects of the Activity.

[END OF SECTION A]

SECTION B: FEDERAL AWARD INFORMATION

1. Estimate of Funds Available and Number of Awards Contemplated

USAID intends to award one (1) Cooperative Agreement pursuant to this notice of funding opportunity. Subject to funding availability and at the discretion of the Agency, USAID intends to provide $7,000,000.00 in total USAID funding over a three (3) year period. USAID also realized that the objectives and illustrative activities under this Award are ambitious in scope. As such, the leveraging of and coordination with other USAID programs and donor initiatives as well as the prioritization of activities within annual work plans will be essential to the success of this Award.

2. Start Date and Period of Performance for Federal Awards

The anticipated period of performance is three years. The estimated start date will be on/or about May 31, 2019.

3. Substantial Involvement

Award under this NOFO will be a cooperative agreement. Potential applicants should note that USAID policy prohibits the payment of fee/profit to the recipients under assistance instruments. Consistent with ADS 303.3.11, USAID will be substantially involved in the implementation of this Activity. The intended purpose of the Agreement Officer's Representative (AOR) involvement during the implementation of the program is to assist the recipient in achieving the supported objectives. It is expected that the Agreement Officer will delegate the following approvals to the AOR:

(a) Approval of the Recipient's Implementation Plans

USAID will approve annual work plans and the life-of-project exit strategy, and any subsequent revisions.

(b) Approval of Specified Key Personnel

USAID may designate as key personnel only those positions that are essential to the successful implementation of the Recipient's program. USAID's policy limits this to a reasonable number of positions, generally no more than five positions or five percent of Recipient employees working under the award, whichever is greater.

(c) Agency and Recipient Collaboration or Joint Participation

When the Recipient's successful accomplishment of program objectives would benefit from USAID's technical knowledge, the AO may authorize the collaboration or joint participation of USAID and the Recipient on the program. The AO may include appropriate levels of substantial involvement such as the following:

1) Collaborative involvement in selection of advisory committee members, if the program will establish an advisory committee that provides advice to the Recipient. USAID may

participate as a member of this committee as well. Advisory committees must only deal with programmatic or technical issues and not routine administrative matters.

2) Concurrence on the substantive provisions of sub-awards. 2 CFR 200.308 already requires the Recipient to obtain the AO's prior approval for the sub-award, transfer, or contracting out of any work under an award. This is generally limited to approving work by a third party under the agreement.

3) Approval of the Recipient's Activity Monitoring, Evaluation, and Learning Plan (AMELP).

4) Monitor to authorize specified kinds of direction or redirection because of interrelationships with other projects. All such activities must be included in the program description, negotiated in the budget, and made part of the award.

(d) Agency Authority to Immediately Halt a Construction Activity –construction is not authorized under this award.

An award shall be made only when the Agreement Officer makes a positive determination that the Applicant possesses, or has the ability to obtain, the necessary management competence in planning and carrying out assistance programs and that it will practice mutually agreed upon methods of accountability for funds and other assets provided by USAID. For organizations that are new to USAID, or organizations with outstanding audit findings, it may be necessary to perform a pre-award survey in accordance with ADS 303.3.9 and ADS 591.3.4.2.

4. Authorized Geographic Code

The geographic code for the procurement of commodities and services under this program is 937, defined as the United States, the recipient country, and developing countries other than advanced developing countries, but excluding any country that is a prohibited source. Procurement of vehicles and pharmaceuticals and other restricted commodities are subject to the limitations in 22 CFR 228, ADS 312, and ADS 310 and may require a waiver or Agreement Officer's approval.

For accurate identification of prohibited sources, please refer to 22 CFR 228 and Automated Directive System (ADS) 310 entitled "Source and Nationality Requirements for Procurement of Commodities and Services Financed by USAID.

5. Nature of the Relationship between USAID and the Recipient

The principal purpose of the relationship with the Recipient and under the subject program is to transfer funds to accomplish a public purpose of support or stimulation of the **NIGER GOVERNMENT ACCOUNTABILITY AND POLICY REFORM ACTIVITY** which is authorized by Federal statute. The successful Recipient will be responsible for ensuring the achievement of the program objectives and the efficient and effective administration of the award through the application of sound management practices. The Recipient will assume responsibility for administering Federal funds in a manner consistent with underlying agreements, program objectives, and the terms and conditions of the Federal award.

6. Selection of Instrument

1) During the planning phase, the USAID Niger Country Office (USAID/Niger) spent considerable time researching the market and identifying potential partners capable of successfully implementing this broad-based Activity. USAID/Niger determined that there were no local organizations both private sector and non-governmental capable of implementing this initiative due to a lack of organizational capacity or not being well positioned to provide support to both government institutions and civil society. The research pointed to a number of international and U.S. non-governmental organizations that had sufficient technical expertise and experience to implement such a wide ranging Activity.

2) The principal purpose of the recommended instrument (cooperative agreement) is to transfer a thing of value (Federal Financial Assistance) to the recipient to carry out a public purpose of support or stimulation authorized by law (the Foreign Assistance Act of 1961, as amended, and other authorities as provided in annual appropriation). The selection of assistance by the USAID/Niger Country Office best suites the transaction contemplated, and is the appropriate legal instrument to create the intended relationship (grantor-grantee) between the Agency and the recipient, for the Activity, rather than a buyer-seller relationship for the purchase of property or services. Substantial involvement is expected between the Agency and the recipient when carrying out the activity contemplated in the cooperative agreement. The selection is also consistent with the discretion and the flexibility afforded to the Agency by the FGCAA, FAA, and ADS Chapter 304.

3) The primary goal of this Activity is to create space and effective mechanisms for improved public policy reform. This ambitious goal will be achieved by focusing on building coalitions for reform that both demand government action to address key sectoral constraints and create mechanisms to hold the government accountable (demand side). At the same time, this activity will provide targeted assistance to national institutions willing and able to champion reform supported by civil society (supply). The demand and supply-side efforts will be bridged via the creation of mechanisms and spaces for multi-stakeholder, policy dialogue. These approaches will be coupled with intensive donor coordination to catalyze critical policy reforms relevant to the successful implementation of major USAID development interventions. The totality of this activity should result in enhanced government accountability and responsiveness to citizen and sectoral needs and usher in an improved policy framework.

4) This is a new activity, and therefore is not a change in instrument type.

[END OF SECTION B]

SECTION C: ELIGIBILITY INFORMATION

1. Eligible Applicants

Qualified U.S. and non-U.S. organizations (other than those from foreign policy restricted countries) are eligible to apply under this NOFO. Potential for-profit Applicants should note that, in accordance with 2 CFR 200.400(g), profit, which is any amount in excess of allowable direct and indirect costs, is not an allowable cost for Recipients of USAID assistance awards, and cannot be part of the activity budget. However, the prohibition against profit does not apply to procurement contracts made under the assistance instrument when the Recipient procures goods and services in accordance with the Procurement Standards found in 2 CFR 200.317 to 326.

Eligibility for this NOFO is not restricted.

USAID welcomes applications from organizations which have not previously received financial assistance from USAID.

Applicants must have established financial management, monitoring and evaluation processes, internal control systems, and policies and procedures that comply with established U.S. Government standards, laws, and regulations. The successful Applicant(s) will be subject to a responsibility determination assessment (possibly including a pre-award survey) by the Agreement Officer (AO).

The Recipient must be a responsible entity. The AO may determine a pre-award survey is required to conduct an examination that will determine whether the prospective Recipient has the necessary organization, experience, accounting and operational controls, and technical skills – or ability to obtain them – in order to achieve the objectives of the program and comply with the terms and conditions of the award.

2. Cost Sharing or Matching

No cost-sharing (matching) is required.

3. Other

Organizations may submit only one application under this NOFO.

All applications received by the deadline will be reviewed for responsiveness and programmatic merit in accordance with the specifications outlined in Section D below. Applications should respond directly to the terms, conditions, specifications and provisions of this NOFO (including all portions of the program description). Applications that do not meet the requirements of this NOFO will not be considered for award.

[END OF SECTION C]

<u>**SECTION D: APPLICATION AND SUBMISSION INFORMATION**</u>

1. Agency Point of Contact

Primary:
Name: Abdullahi Sadiq
Title: Agreement Specialist
Street Address: USAID/Senegal, c/o U.S. Embassy, B.P. 49, Route des Almadies, Dakar, Senegal
Email: asadiq@usaid.gov
Phone number: +221.33 879. 4000

<u>**Alternate:**</u>
Name: Yves Kore
Title: Regional Agreement Officer
Street Address: USAID/Senegal, c/o U.S. Embassy, B.P. 49, Route des Almadies, Dakar, Senegal
Email: ykore@usaid.gov
Phone number: +221.33 879. 4000

2. Questions and Answers

Questions regarding this NOFO should be submitted in writing to the email address of the **primary** and **alternate** agency contacts above with a copy to Aminata Diallo at amdiallo@usaid.gov and Hamed Cisse at hcisse@usaid.gov no later than the date and time indicated on the cover letter, or as amended. Any information given to a prospective Applicant concerning this NOFO will be furnished promptly to all other prospective Applicants as an amendment to this NOFO, if that information is necessary in submitting applications or if the lack of it would be prejudicial to any other prospective Applicant.

3. General Content and Form of Application

Preparation of Applications:

Each Applicant must furnish the information required by this NOFO. Applications must be submitted in two separate parts: the Technical Application and the Business (Cost) Application. This subsection addresses general content requirements applying to the full application. Please see **subsections 5 and 6**, below, for information on the content specific to the Technical and Business (Cost) applications. The Technical application must address technical aspects only while the Business (Cost) Application must present the costs, and address risk and other related issues.

Both the Technical and Business (Cost) Applications must include a cover page containing the following information:

- Name of the organization(s) submitting the application;

- Identification and signature of the primary contact person (by name, title, organization, mailing address, telephone number and email address) and the identification of the alternate contact person (by name, title, organization, mailing address, telephone number and email address);
- Program name;
- Notice of Funding Opportunity number; and
- Name of any proposed sub-recipients or partnerships (identify if any of the organizations are local organizations), per USAID's definition of 'local entity' under ADS 303.

Any erasures or other changes to the application must be initialed by the person signing the application. Applications signed by an agent on behalf of the Applicant must be accompanied by evidence of that agent's authority, unless that evidence has been previously furnished to the issuing office.

Applicants may choose to submit a cover letter in addition to the cover pages, but it will serve only as a transmittal letter to the Agreement Officer. The cover letter will not be reviewed as part of the merit review criteria.

Applications must comply with the following:

a) Technical applications may not exceed **35 pages**, excluding attachments and annexes, and must be on 8.5 by 11 inch or A4 size paper, single spaced, 12-point font with one-inch margins on all sides and tabs for ease of reference to each section, including consecutive page numbers, date of submission, and Applicant's name on a header or footer.;

b) If applications contain text boxes, they must also be in no less than 10-point font, as to not unduly interfere with readability;

c) The technical application must be in a **searchable and editable Word or PDF format** as appropriate;

d) The Cover letter, Cover page, Tabs/dividers, Table of Contents, Acronym list, Executive Summary, and Attachment do not count against the **35-page** limitation. Any page in the technical application that contains a table, chart, or graph, not otherwise excluded above, is subject to the page limitation;

e) All information from appendices must be referenced in the technical application and summarized and included in the attach section. All critical information from appendices/attachment clearly identified and summarized in the technical application will be evaluated as part of the basis of award;

f) Additional documentation beyond the **35-page** limit and the referenced attachments will not be read or evaluated by USAID;

g) Budget Narrative: Accompanying budget notes/narrative must explain the basis of all unit costs in each line item. The explanation must identify the factors upon which each estimate is based and show the arithmetic in reaching the cost figure; and

h) The budget should be submitted in **MS Excel format (software versions 2003 or newer)**. The Excel spreadsheet cells must be "unprotected", and must not be zipped to allow USAID to view all formulas and calculations by line item. See **Annex #1** for a sample Budget Format.

Applicants must review, understand, and comply with all aspects of this NOFO. Failure to do so may be considered as being non-responsive and may be evaluated accordingly. Applicants should retain a copy of the application and all enclosures for their records.

4. Application Submission Procedures

Applications in response to this NOFO must be submitted no later than the closing date and time indicated on the cover letter, or as amended. Late applications will not be reviewed nor considered/ may be considered at the discretion of the Agreement Officer. Applicants must retain proof of timely delivery in the form of system generated documentation of delivery receipt date and time/confirmation from the receiving office/certified mail receipt.

Applications must be submitted by email to the contacts provided in Section D.1. <u>Please do not submit applications through the Grants.gov website.</u> Email submissions must include the NOFO number and applicant's name in the subject line heading. In addition, for an application sent by multiple emails, the subject line must also indicate whether the email relates to the technical or cost application, and the desired sequence of the emails and their attachments (e.g. "No. 1 of 4", etc.). For example, if your cost application is being sent in two emails, the first email should have a subject line that states: "[NOFO number], [organization name], Cost Application, Part 1 of 2".

USAID's preference is that the technical application and the cost application each be submitted as consolidated email attachments, e.g. that you consolidate the various parts of a technical application into a single document before sending it. If this is not possible, please provide instructions on how to collate the attachments. USAID will not be responsible for errors in compiling electronic applications if no instructions are provided or are unclear.

After submitting an application electronically, applicants should immediately check their own email to confirm that the attachments were indeed sent. If an applicant discovers an error in transmission, please send the material again and note in the subject line of the email or indicate in the file name that it is a "corrected" submission. Do not send the same email more than once unless there has been a change, and if so, please note that it is a "corrected" email.

Applicants are reminded that e-mail is NOT instantaneous, and in some cases delays of several hours occur from transmission to receipt. Therefore, applicants are requested to send the application in sufficient time ahead of the deadline. For this NOFO, the initial point of entry to the government infrastructure is the USAID mail server.

There may be a problem with the receipt of *.zip files due to anti-virus software. Therefore, applicants are discouraged from sending files in this format as USAID/Senegal Mission cannot guarantee their acceptance by the internet server. File size must not exceed 10MB per email.

5. Technical Application Format

The technical application should be specific, complete, and presented concisely. The application must demonstrate the Applicant's capabilities and expertise with respect to achieving the goals of this program. The application should take into account the requirements of the program and merit review criteria found in this NOFO.

The application must contain information that demonstrates the Applicant's understanding of the program description and must be prepared in such a manner as to enable the review committees to make a thorough evaluation and arrive at a sound determination of whether the application responds to the NOFO.

Unnecessarily elaborate brochures or other presentations beyond those sufficient to present a complete and effective application in response to this NOFO are not desired and may be construed as an indication of the Applicant's lack of cost consciousness. Elaborate art work and expensive visual or other presentation aids are neither necessary nor wanted.

Sample format for presentation of technical approach is as follows:

a) Cover Letter;
b) Table of Contents;
c) Executive Summary;
d) Technical Approach;
e) Key Personnel and Staffing Plan;
f) Collaboration and Coordination;
g) Adaptability;
h) Management Plan and Institutional Capability; and
i) Attachments as applicable:
   - Draft Environmental Mitigation and Monitoring Plan;
   - Draft Activity Monitoring, Evaluation and Learning Plan;
   - Organizational Chart(s);
   - Staffing Plan including skills matrix;
   - Key Personnel Position Descriptions;
   - Key Personnel CV/Resumes; and
   - Past Performance Information

NOTE: Applicants will determine the type of information to be submitted as attachments to their technical application in response to the instructions provided in the NOFO. The list provided above is not all-inclusive or exhaustive.

a) Cover Letter (does not count against the 35-page limit)

In addition to Section D.3 above, Include the Applicant's name submitting the application and the organization's DUNS number. Major sub-awardees (hereafter referred to as "subs") must be clearly identified, along with their DUNS numbers; major subs are defined as those expected to perform at least 20 percent of the Applicant's total proposed budget, or a prominent part of the technical effort. Include a contact person for the application, including his/her name (both typed and signed), title or position with the organization, address, telephone, and email address. Also state whether the contact person is the authorized representative with authority to negotiate the award, and if not, that person should also be clearly identified.

b) Table of Contents (does not count against the 35-page limit)

The Technical Application will contain a Table of Contents with page numbers indicated.

c) Executive Summary (not to exceed 2 pages, does not count against the 35-page limit)

The executive summary must describe the basic elements of the technical application. This section must include a problem statement, goals and objectives and summarize the key elements of the Applicant's strategy, approach, methodologies, management, personnel and implementation plan.

d) Technical Approach (no more than 15 pages)

- Display an understating of Niger's political economy, and how the political settlement shapes the space for governance reforms.
- Reflects learning from USAID and other donor efforts to improve public policy formation and strengthen governance systems in Niger, and to maximize the use and adaptation of existing resources and donor investments.
- Well-articulated, innovative, and sound approach to building effective coalitions for reform and to hold the government accountable.
- Well-articulated, innovative, and sound approach to expanding constructive engagement spaces between citizens and the state.
- Well-articulated, innovative, and sound approach to making government institutions more effective and responsive.
- Well-defined approach to embedding political economy analysis and CLA principles into program management and implementation.
- Appropriate outreach plan and use of media for different target audiences.
- Describe innovative approaches to enabling local actors to lead the development process.
- Clear articulation of why the proposed approach is expected to yield more sustainable development outcomes compared to existing or past initiatives and practices.

e) Key Personnel and Staffing Plan (no more than 5 pages)

- The extent to which proposed personnel complement each other and are appropriate for the proposed activities.

- Key personnel will be evaluated on the basis of: dynamism and ability to lead and form coalitions and partnerships; ability to think creatively and find innovative solutions to complex problem sets; management experience with similar programs; professional and academic background; demonstrated experience mobilizing and strengthening civil society; demonstrated experience facilitating government-civil society dialogue; evidence of commitment to the GAP approach; and experience using political economy analysis or at least thinking and working politically.
- The applicant's approach to pro-actively seeking out qualified women and youth.
- Applicant should be committed to utilizing national staff wherever possible. One way to promote sustainability of results is to develop the professional capacity of national staff. Coaching and training should be part of an integrated professional development strategy for national staff during program implementation.

f) Collaboration and Coordination (no more than 5 pages)

- Effective, innovative strategy for identifying, engaging, and mobilizing a broad range of Nigerien civil society actors.
- Process for partnering with other USAID implementing partners and donors whereby they take the lead in identifying the demand/priorities and GAP supports their efforts to improve public policy and the operating environment in each sector.
- Effective approach to fostering and measuring Nigerien government leadership and ownership of improved public policy and participatory decision-making.
- Clear and contextually appropriate approach to include women and youth as partners in programming, not just as beneficiaries.

g) Adaptability (no more than 5 pages)

- The extent to which the proposed technical approach is adaptable and can be adjusted based on changing political situation, operating environment, and policy reform priorities.
- A strong learning agenda that tracks progress against intended results, identifies learning opportunities, and adapts programming to anticipate and respond to challenges and opportunities that arise.
- Description of how learning generated through proposed activities, including through failure and iteration, will inform future programming and contribute to improved policy formation and responsive governance.
- Description of how changing staffing needs will be defined and recruited over the life of GAP.

h) Management Plan and Institutional Capability (no more than 5 pages)

- Demonstrated capability and capacity to perform the work of similar scope and size based on managerial resources, expertise, and experience.

- Proposed administrative and home office support management structure and financial controls.
- The quality of the management and staffing plan and the extent to which the plan properly delineates the processes, structure, and approach to staffing.
- The Applicants's approach to staff development.

6. Business (Cost) Application Format

The Business (Cost) Application must be submitted separately from the Technical Application. While no page limit exists for the full cost application, Applicants are encouraged to be as concise as possible while still providing the necessary details. The business (cost) application must illustrate the entire period of performance, using the budget format shown in the SF-424A.

Prior to award, Applicants may be required to submit additional documentation deemed necessary for the Agreement Officer to assess the Applicant's risk in accordance with 2 CFR 200.205. Applicants should not submit any additional information with their initial application.

The Cost Application must contain the following sections (which are further elaborated below this listing with the letters for each requirement):

a) Cover Page (See Section D.3 above for requirements);

b) SF 424 Form(s);

The Applicant must sign and submit the cost application using the SF-424 series. Standard Forms can be accessed electronically at www.grants.gov or using the following links:

Instructions for SF-424	http://www.grants.gov/web/grants/form-instructions/sf-424-instructions.html
Application for Federal Assistance (SF-424)	https://www.grants.gov/web/grants/forms/sf-424-family.html
Instructions for SF-424A	http://www.grants.gov/web/grants/form-instructions/sf-424a-instructions.html
Budget Information (SF-424A)	https://www.grants.gov/web/grants/forms/sf-424-family.html
Instructions for SF-424B	http://www.grants.gov/web/grants/form-instructions/sf-424b-instructions.html
Assurances (SF-424B)	https://www.grants.gov/web/grants/forms/sf-424-family.html

Failure to accurately complete these forms could result in the rejection of the application.

c) Required Certifications and Assurances;

The applicant must complete the following documents and submit a signed copy with their application:

(1) "Certifications, Assurances, Representations, and Other Statements of the Recipient" document found at http://www.usaid.gov/sites/default/files/documents/1868/303mav.pdf

(2) Assurances for Non-Construction Programs (SF-424B)

(3) Certificate of Compliance: Please submit a copy of your Certificate of Compliance if your organization's systems have been certified by USAID/Washington's Office of Acquisition and Assistance (M/OAA).

d) Pre-award Terms Incorporated by Reference:

The following pre-awards terms found in https://www.usaid.gov/sites/default/files/documents/1868/303mba.pdf are incorporated into this NOFO by reference:

1) Branding Strategy – Assistance;
2) Marking Plan – Assistance; and
3) Conflict of Interest Pre-Award Term

e) Budget and Budget Narrative

The Budget must be submitted as one unprotected Excel file (MS Office 2000 or later versions) with visible formulas and references and must be broken out by project year, including itemization of the federal and non-federal (cost share) amount. Files must not contain any hidden or otherwise inaccessible cells. Budgets with hidden cells lengthen the cost analysis time required to make award, and may result in a rejection of the cost application. The Budget Narrative must contain sufficient detail to allow USAID to understand the proposed costs. The Applicant must ensure the budgeted costs address any additional requirements identified in Section F, such as Branding and Marking. The Budget Narrative must be thorough, including sources for costs to support USAID's determination that the proposed costs are fair and reasonable.

The Budget must include the following worksheets or tabs, and contents, at a minimum:

- Summary Budget, inclusive of all program costs (federal and non-federal), broken out by major budget category and by year for activities implemented by the Applicant and any potential sub-applicants for the entire period of the program. See **Section H, Annex 1** for Summary Budget Template;

- Detailed Budget, including a breakdown by year, sufficient to allow the Agency to determine that the costs represent a realistic and efficient use of funding to implement the applicant's program and are allowable in accordance with the cost principles found in 2 CFR 200 Subpart E; and

- Detailed Budgets for each sub-recipient, for all federal funding and cost share, broken out by budget category and by year, for the entire implementation period of the project.

The Detailed Budget must contain the following budget categories and information, at a minimum:

1) Salaries and Allowances – Must be proposed consistent with 2 CFR 200.430 Compensation - Personal Services. The Applicant's budget must include position title, salary rate, level of effort, and salary escalation factors for each position. Allowances, when proposed, must be broken down by specific type and by position. Applicants must explain all assumptions in the Budget Narrative. The Budget Narrative must demonstrate that the proposed compensation is reasonable for the services rendered and consistent with what is paid for similar work in other activities of the applicant. Applicants must provide their established written policies on personnel compensation. If the Applicant's written policies do not address a specific element of compensation that is being proposed, the Budget Narrative must describe the rationale used and supporting market research.

2) Fringe Benefits – (if applicable) If the Applicant has a fringe benefit rate approved by an agency of the U.S. Government, the Applicant must use such rate and provide evidence of its approval. If an Applicant does not have a fringe benefit rate approved, the Applicant must propose a rate and explain how the Applicant determined the rate. In this case, the Budget Narrative must include a detailed breakdown comprised of all items of fringe benefits (e.g., superannuation, gratuity, etc.) and the costs of each, expressed in U.S. dollars and as a percentage of salaries.

3) Travel and Transportation – Provide details to explain the purpose of the trips, the number of trips, the origin and destination, the number of individuals traveling, and the duration of the trips. Per Diem and associated travel costs must be based on the applicant's normal travel policies. When appropriate please provide supporting documentation as an attachment, such as company travel policy, and explain assumptions in the Budget Narrative.

4) Procurement or Rental of Goods (Equipment & Supplies), Services, and Real Property – Must include information on estimated types of equipment, models, supplies and the cost per unit and quantity. The Budget Narrative must include the purpose of the equipment and supplies and the basis for the estimates. The Budget Narrative must support the necessity of any rental costs and reasonableness in light of such factors as: rental costs of comparable property, if any; market conditions in the area; alternatives available; and the type, life expectancy, condition, and value of the property leased.

5) Subawards – Specify the budget for the portion of the program to be passed through to any subrecipients. See 2 CFR 200.330 for assistance in determining whether the sub-tier entity is a subrecipient or contractor. The subrecipient budgets must align with the same requirements as the Applicant's budget, including those related to fringe and indirect costs.

6) Construction – Not applicable.

7) Other Direct Costs – This may include other costs not elsewhere specified, such as report preparation costs, passports and visas fees, medical exams and inoculations, as well as any other miscellaneous costs which directly benefit the program proposed by the applicant. The

applicant should indicate the subject, venue and duration of any proposed conferences and seminars, and their relationship to the objectives of the program, along with estimates of costs. Otherwise, the narrative should be minimal.

8) Indirect Costs – Applicants must indicate whether they are proposing indirect costs or will charge all costs directly. In order to better understand indirect costs please see Subpart E of 2 CFR 200.414. The application must identify which approach they are requesting and provide the applicable supporting information. Below are the most commonly used Indirect Cost Rate methods:

Method 1 - Direct Charge Only
Eligibility: Any applicant
Initial Application Requirements: See above on direct costs

Method 2 - Negotiated Indirect Cost Rate Agreement (NICRA)
Eligibility: Any applicant with a NICRA issued by a USG Agency must use that NICRA

Initial Application Requirements:
If the applicant has a current NICRA, submit your approved NICRA and the associated disclosed practices. If your NICRA was issued by an Agency other than USAID, provide the contact information for the approving Agency. Additionally, at the Agency's discretion, a provisional rate may be set forth in the award subject to audit and finalization. See USAID's Indirect Cost Rate Guide for Non Profit Organizations for further guidance.

Method 3 - De minimis rate of 10% of modified total direct costs (MTDC)
Eligibility: Any applicant that has never received a NICRA.

Initial Application Requirements:
Costs must be consistently charged as either indirect or direct costs, but may not be double charged or inconsistently charged as both. If chosen, this methodology once elected must be used consistently for all Federal awards until such time as a non-Federal entity chooses to negotiate an indirect rate, which the non-Federal entity may apply to do at any time. The applicant must describe which cost elements it charges indirectly vs. directly. See 2 CFR 200.414(f) for further information.

Method 4 - Indirect Costs Charged As A Fixed Amount
Eligibility: Non U.S. non-profit organizations without a NICRA may request, but approval is at the discretion of the AO.

Initial Application Requirements:
Provide the proposed fixed amount and a worksheet that includes the following:
- Total costs incurred by the organization for the previous fiscal year and estimates for the current year.
- Indirect costs (common costs that benefit the day-to-day operations of the organization, including categories such as salaries and expenses of executive officers, personnel administration, and accounting, or that benefit and are identifiable to more than one

program or activity, such as depreciation, rental costs, operations and maintenance of facilities, and telephone expenses) for the previous fiscal year and estimates for the current year.

- Proposed method for prorating the indirect costs equitably and consistently across all programs and activities of using a base that measures the benefits of that particular cost to each program or activity to which the cost applies.

If the applicant does not have an approved NICRA and does not elect to utilize the 10% de minimis rate, the Agreement Officer will provide further instructions and may request additional supporting information, including financial statements and audits, should the application still be under consideration after the merit review. USAID is under no obligation to approve the applicant's requested method.

f) Prior Approvals in accordance with 2 CFR 200.407

Inclusion of an item of cost in the detailed application budget does not satisfy any requirements for prior approval by the Agency. If the applicant would like the award to reflect approval of any cost elements for which prior written approval is specifically required for allowability, the Applicant must specify and justify that cost. See 2 CFR 200.407 for information regarding which cost elements require prior written approval.

g) Approval of Subawards

The Applicant must submit information for all subawards that it wishes to have approved at the time of award. For each proposed subaward the Applicant must provide the following:

- Name of organization;
- DUNS Number;
- Confirmation that the subrecipient does not appear on the Treasury Department's Office of Foreign Assets Control (OFAC) list;
- Confirmation that the subrecipient does not have active exclusions in the System for Award Management (SAM);
- Confirmation that the subrecipient is not listed in the United Nations Security designation list;
- Confirmation that the subrecipient is not suspended or debarred;
- Confirmation that the applicant has completed a risk assessment of the subrecipient, in accordance with 2 CFR 200.331(b); and
- Any negative findings as a result of the risk assessment and the applicant's plan for mitigation.

h) Dun and Bradstreet, and SAM Requirements

USAID may not award to an applicant unless the applicant has complied with all applicable unique entity identifier (DUNS number) and System for Award Management (SAM) requirements. Each applicant (unless the applicant is an individual or Federal awarding agency that is exempted from requirements under 2 CFR 25.110(b) or (c), or has an exception approved by the Federal awarding agency under 2 CFR 25.110(d)) is required to:

1. Provide a valid DUNS number for the Applicant and all proposed sub-recipients;
2. Be registered in SAM before submitting its application. SAM is streamlining processes, eliminating the need to enter the same data multiple times, and consolidating hosting to make the process of doing business with the government more efficient (www.sam.gov); and
3. Continue to maintain an active SAM registration with current information at all times during which it has an active Federal award or an application or plan under consideration by a Federal awarding agency.

The registration process may take many weeks to complete. Therefore, Applicants are encouraged to begin the process early. If an applicant has not fully complied with the requirements above by the time USAID is ready to make an award, USAID may determine that the applicant is not qualified to receive an award and use that determination as a basis for making an award to another applicant.

DUNS number: http://fedgov.dnb.com/webform
SAM registration: http://www.sam.gov

Non-U.S. applicants can find additional resources for registering in SAM, including a Quick Start Guide and a video on how to obtain an NCAGE code, on www.sam.gov, navigate to Help, then to International Registrants.

i) History of Performance

The Applicant must provide information regarding its recent (not to exceed 3 years) history of performance on any cost-reimbursement contracts, grants, or cooperative agreements (not to exceed 5) involving similar or related programs as follows:
• Name of the Awarding Organization;
• Award Number;
• Activity Title;
• A brief description of the activity;
• Period of Performance;
• Award Amount;
• Reports and findings from any audits performed in the last three (3) years; and
• Name of at least two (2) updated professional contacts who most directly observed the work at the organization for which the service was performed with complete current contact information including telephone number, and e-mail address for each proposed individual.

If the Applicant encountered problems on any of the referenced Awards, it may provide a short explanation and the corrective action taken. The applicant should not provide general information on its performance. USAID reserves the right to obtain relevant information concerning an Applicant's history of performance from any sources and may consider such information in its review of the Applicant's risk. The Agency may request additional information and conduct a pre-award survey if it determines that it is necessary to inform the risk assessment.

Applicants should use the format provided in Annex #6: Past Performance Information of the NOFO to document the detailed information as requested. The completed forms should be included in the application's appendix/annex.

j) Branding Strategy & Marking Plan

Pursuant to ADS 303.3.6.3.f and ADS 320.3.1.2, the apparently successful applicant will be requested to submit a Branding Strategy and Marking Plan that will have to be successfully negotiated before a cooperative agreement will be awarded. These plans shall be prepared in accordance with the guidance in ADS 320.3.1.2, 2 CFR 700.16 and the references therein. ADS Chapter 320 sections concerning "assistance" apply to this NOFO. ADS Chapter 320 sections concerning "acquisition" do not apply to this NOFO. ADS Chapter 320 can be found on the USAID website: http://www.usaid.gov/policy/ads/300/320.

It is a federal statutory and regulatory requirement that all USAID programs, projects, activities, public communications, and commodities that USAID partially or fully funds under a grant or cooperative agreement or other assistance award or sub award, must be marked appropriately with the USAID Identity. USAID requires the submission of a revised Branding Strategy and a Marking Plan as part of this Award. For more information, see: http://www.usaid.gov/branding/assistance.html

The recipient should acknowledge USAID as the donor both verbally and in writing in all activity documents and media, as well as during meetings, public events, and technical assistance sessions with government stakeholders, local partners, and beneficiaries. This includes radio and TV spots, billboards and other signage, and documents/materials developed by the activity.

The recipient will be required to submit the following communications materials on a timeline specified by USAID, using guidance explained in USAID's Graphic Standards Manual and Partner Co-Branding Guide. This list is not exhaustive, but rather an illustrative list that outlines the minimum communications requirements for all awards.

- A Communications Strategy submitted and completed with feedback from the USAID Development Outreach and Communications Advisor (DOC) and revised annually as the program matures;
- Activity factsheet completed with feedback from the USAID AOR, which should be updated annually or when appropriate;
- Two success stories per quarter, with relevant photos as part of the quarterly and annual reporting;
- A pool of selected high-resolution photos showcasing program milestones, achievements, and beneficiaries; and,
- One success story video per year submitted with full involvement of the USAID DOC and AOR.

The apparently successful applicant will be asked to provide a Branding Strategy and Marking Plan to be evaluated and approved by the Agreement Officer and incorporated into any resulting award.

Therefore, the Branding Strategy and Marking Plan must not be included with the original application but will be provided only after a written request by the Agreement Officer. However, the cost of Branding and Marking must be included in the Cost Application. USAID does not intend to make an award without an approved Branding Strategy and Marking Plan.

In addition, Applicants are required to read and understand the Pre-award Terms found in ADS 303mba entitled "Branding Strategy – Assistance" and "Marking Plan – Assistance". Click this link to access the Pre-award Terms: https://www.usaid.gov/sites/default/files/documents/1868/303mba.pdf

k) Funding Restrictions

Profit is not allowable for recipients or subrecipients under this award. See 2 CFR 200.330 for assistance in determining whether a sub-tier entity is a subrecipient or contractor.

Construction will not be authorized under this award.

USAID will not allow the reimbursement of pre-award costs under this award without the explicit written approval of the Agreement Officer.

Except as may be specifically approved in advance by the AO, all commodities and services that will be reimbursed by USAID under this award must be from the authorized geographic code specified in Section B.4 of this NOFO and must meet the source and nationality requirements set forth in 22 CFR 228.

[END OF SECTION D]

SECTION E: APPLICATION REVIEW INFORMATION

1. Criteria

The merit review criteria prescribed here are tailored to the requirements of this particular NOFO. Applicants should note that these criteria serve to: (a) identify the significant matters which the Applicants should address in their applications, and (b) set the standard against which all applications will be evaluated.

Technical and other factors will be evaluated relative to each other, as described here and prescribed by the Technical Application Format. The Technical Application will be scored by a Selection Committee (SC) using the criteria described in this section.

2. Review and Selection Process

USAID intends to award a single Cooperative Agreement from this NOFO. However, USAID reserves the right to make more than one award or no award if determined to be in the best interest of the Government. Each application submitted compliant with the terms of this NOFO will be reviewed according to the process set forth below.

Committee members will examine the logic, feasibility and appropriateness of the technical approach, including responsiveness to cross-cutting themes, indicators and anticipated development results or impacts; quality and availability of personnel in response to stated qualifications or requirements; and several institutional factors.

After evaluations have been completed, the Agreement Officer (AO), considering the SC review and the cost evaluation, will then make the final selection. USAID may engage in discussions or negotiations with the Apparently Successful Applicant regarding any matter to be covered in the final technical and cost application. USAID may also award without further discussions with the selected Applicant.

a) Merit Review

Evaluation Criteria #1: Technical Approach (35 pts)

Extent to which the applicant provides a sound, and innovative technical approach that is tailored to the problem set and takes into consideration the institutional, legal, and cultural contexts defined in the Program Description.

Evaluation Criteria #2: Personnel (20 pts)

Extent to which the proposed personnel are dynamic and demonstrate strong communication, technical, and managerial competencies to successfully implement the activity.

Evaluation Criteria #3: Collaboration and Coordination (20 pts)

Extent to which the proposed plan provides a sound approach to leveraging and forming partnerships with USAID sectoral implementing partners, investment of other donors, and relevant local actors.

Evaluation Criteria #4: Adaptability (15 pts)

Extent to which the proposed plan is realistic, and also provides for flexible and adaptable programming to take advantage of windows of opportunities and ensure timely programmatic adjustments due to changes in the operating environment.

Evaluation Criteria #5: Management Approach and Institutional Capacity (10 pts)

Extent to which the applicant convincingly demonstrates how its management approach and institutional capability will lead to successful and effective implementation of the proposed technical approach.

a) Business Review

The Agency will evaluate the cost application of the applicant(s) under consideration for an award as a result of the merit criteria review to determine whether the costs are allowable in accordance with the cost principles found in 2 CFR 200 Subpart E.

The Agency will also consider (1) the extent of the applicant's understanding of the financial aspects of the program and the applicant's ability to perform the activities within the amount requested; (2) whether the applicant's plans will achieve the program objectives with reasonable economy and efficiency; and (3) whether any special conditions relating to costs should be included in the award.

Proposed cost share, if provided, will be reviewed for compliance with the standards set forth in 2 CFR 200.306, 2 CFR 700.10, and the Standard Provision "Cost Sharing (Matching)" for U.S. entities, or the Standard Provision "Cost Share" for non-U.S. entities.

The AO will perform a risk assessment (2 CFR 200.205). The AO may determine that a pre-award survey is required to inform the risk assessment in determining whether the prospective recipient has the necessary organizational, experience, accounting and operational controls, financial resources, and technical skills – or ability to obtain them – in order to achieve the objectives of the program and comply with the terms and conditions of the award. Depending on the result of the risk assessment, the AO will decide to execute the award, not execute the award, or award with "specific conditions" (2 CFR 200.207).

[END OF SECTION E]

SECTION F: FEDERAL AWARD ADMINISTRATION INFORMATION

1. Federal Award Notices

Award of the agreement contemplated by this NOFO cannot be made until funds have been appropriated, allocated and committed through internal USAID procedures. While USAID anticipates that these procedures will be successfully completed, potential applicants are hereby notified of these requirements and conditions for the award.

2. Administrative & National Policy Requirements

The resulting award from this NOFO will be administered in accordance with the following policies and regulations.

For US organizations: ADS 303, 2 CFR 700, 2 CFR 200, and Standard Provisions for U.S. Non-governmental organizations.

For Non US organizations: Standard Provisions for Non-U.S. Non-governmental Organizations.

These documents may be accessed through the internet as follows:

- 2 CFR 200: https://www.ecfr.gov/cgi-bin/text-idx?tpl=/ecfrbrowse/Title02/2cfr200_main_02.tpl
- 2 CFR 700: https://www.ecfr.gov/cgi-bin/text-idx?SID=531ffcc47b660d86ca8bbc5a64eed128&mc=true&node=pt2.1.700&rgn=div5
- ADS 303: https://www.usaid.gov/sites/default/files/documents/1868/303.pdf
- Standard Provisions for U.S., Nongovernmental Recipients: https://www.usaid.gov/sites/default/files/documents/1868/303maa.pdf
- Standard Provisions for non-U.S. Nongovernmental Recipients: https://www.usaid.gov/sites/default/files/documents/1868/303mab.pdf

See Section H, **Annex 2**, for a list of the Standard Provisions that will be applicable to awards resulting from this NOFO.

3. Reporting Requirements

- **Financial Reporting:**

The recipient shall account for expenditures for activities carried out to ensure funds are used for their intended purposes. Financial reports shall be in accordance with 2 CFR 200.327.

(a) Quarterly Report: The recipient will submit an SF 425, the Federal Financial Report, via electronic format to the U.S. Department of Health and Human Services (http://www.dpm.psc.gov) within 30 calendar days following the end of each quarter of the United States Government fiscal year. A copy of this form shall be simultaneously submitted to the Agreement Officer's Representative (AOR) and the USAID/Senegal Office of Financial Management.

(b) Final Report: The recipient will submit within 90 calendar days following the estimated completion date of this award the original and three (3) copies of the final Federal Financial Reports (SF-425) to: (a) USAID/Washington, M/CFO/CMP-LOC Unit; (b) the Agreement Officer, (c) Agreement Officer's Representative (AOR). The electronic version of the final SF 425 will be submitted to the U.S. Department of Health and Human Services (http://www.dpm.psc.gov) in accordance with paragraph (a) above.

Electronic copies of the SF-425 can be found at:
http://www.whitehouse.gov/omb/grants/standard_forms/ff_report.pdf and
http://www.forms.gov/bgfPortal/docDetails.do?dId=15149

Line item instructions for completing the SF-425 can be found at:
http://www.whitehouse.gov/omb/grants/standard_forms/ffr_instructions.pdf.

- **Performance Reporting**

The successful Applicant will provide the following reports to the USAID Agreement Officer's Representative (AOR) and the Agreement Officer, as specified below, in accordance with 2 CFR 220.327 and 220.328. The Recipient will use the standard form Performance Progress Report (SF-PPR) to report performance progress for the program under the award.

A. Quarterly Reports

The recipient should submit quarterly reports at the end of each calendar quarter within thirty (30) calendar days following the end of the quarter (i.e. January 30, April 30, July 30, and October 30), limited to ten (10) pages, not including annexes. The report should include the following components:

- Bulleted list of achievements in the past quarter (1 page)
- Description of work performed in the past quarter to include identified best practices and lessons learned (4-5 pages)
- Description of collaborative activities with other USAID implementing partners (1-2 pages)
- Description of key problems or issues encountered, how they were or will be resolved, and, as needed, recommended USAID interventions to facilitate their timely resolution (1-2 pages)
- Bulleted list of planned activities for the next quarter to include dates and locations of major events and meetings (1-2 pages)

In addition, the following are required Annexes for the quarterly reports:

- Annex 1: Table of indicators showing progress made during the quarter, cumulative results for the fiscal year, and cumulative results for the life of activity set against targets. A color scheme for this table should be utilized that highlights, in red, indicators not met or in danger of not being met and green for indicators that are being met. Provide explanations for targets exceeded and targets unmet.
- Annex 2: Include a financial table which contains expenses during the reported period, year-to-date amount, and remaining budget line item amount.
- Annex 3: Provide one-two success stories with relevant high resolution photos. Stories should highlight the high level impact and/or scalability of the activity's successes. If a story could not be done during the reporting period, an explanation should be provided. (1 page per story)

B. Annual Report

The recipient should submit an annual report limited to thirty (30) pages, not including annexes. The annual report should contain the same components, including annexes, as the quarterly reports as described above and be submitted within ninety (90) calendar days following the end of the reporting period. For all results that either exceed or fall short of the annual target by ten (10) % or more, a narrative explanation must be included in the reporting. The recipient should highlight in green all indicators that exceeded targets and highlight in red indicators that fell short (red) of their targets. The annual report can also double as the quarterly report for the final quarter of the reporting period.

C. Final Report

The recipient should submit a Final Performance Report within ninety (90) calendar days after the completion date of activities. The report should not to exceed forty (40) pages, not including annexes. The final performance report must be completed in English and be submitted to the AOR and the Agreement Officer. It is highly recommended that the final report be prepared before the end date of the award since additional costs cannot be incurred after the end date.

The report should minimally include:

- Executive Summary outlining award accomplishments, results, and conclusions as well as recommendations for future assistance;
- Overall description of activities conducted during the life of the Award;
- Assessment of progress towards Award objectives along with description of results;
- Description of collaborative activities with other USAID implementing partners;
- Description of programmatic impact and sustainability;
- Description of lessons learned and best practices; and
- Recommendations for future USAID programming.

In addition, a comprehensive property inventory list is required ninety (90) days in advance of award completion.

Development Experience Clearinghouse (DEC) Requirements
USAID recipients are required to comply with the submission requirements for the Development Experience Clearance (http://dec.usaid.gov) pursuant to the Standard Provision entitled "Submissions to the Development Experience Clearinghouse and Publications (June 2012)."

In addition, the recipient must submit one electronic copy of development experience documentation to the AOR.

D. Geographic Information System (GIS) data

The USAID Niger Country Office is increasing its use of Geographic Information Systems (GIS) to support informed decision making and increase the use of evidence to affect decisions and resource allocations across the portfolio. Realizing that this is a national-level government accountability and policy reform activity, the recipient is required to collect and provide spatial data for interventions that occur outside of Niamey, the capital. At a minimum, data must be provided in an MS Excel sheet that includes region and commune location names and other attribute data agreed upon in coordination with the AOR.

4. Environmental Compliance

As required by the 22 CFR 216, an Initial Environmental Examination (IEE) was completed by the USAID Niger Country Office to ensure that proposed interventions adhere to U.S. and host countries' environmental requirements, and that appropriate environmental safeguards are adopted to prevent negative environmental consequences of USAID investment. The environmental determination for this IEE was a "categorical exclusion," given the activity's focus on technical assistance related to government accountability and policy reform. Per ADS 204, the IEE will need to be amended and environmental determination reviewed if there is any new information or changes in interventions that might require revision of the determination. For example, the IEE may need to be amended if the activity starts to focus on policy reform activities related to environmental legislation and regulations.

Per ADS 201, all strategies, projects, and activities must be screened for climate risks management (CRM). The CRM screening for this activity was undertaken by the USAID Sahel Regional Office, in collaboration with USAID's Africa Bureau and the Niger Country Office, as part of the planning for the new Resilience in the Sahel Enhanced II (RISE II) program. Through this CRM screening approach, the RISE II program is broadly a climate risk management program. RISE II serves to build resilience measures into design in a holistic manner for a fragile and climate sensitive region. By addressing upstream (e.g., underlying drivers) and downstream (e.g., direct threats) climate risks through multiple interventions, RISE II will work to ensure that the systems (e.g., agricultural, finance, health, governance, early warning) being supported are more robust, and thus better able to manage climate shocks and stresses. This activity will support these efforts by facilitating an improved policy and operating environment for RISE II investments. When conducting both supply-side technical assistance to national institutions and building the demand for reform and government accountability, the recipient must analyze and consider climate and environment impacts of interventions, especially proposed policy reforms.

5. Other Requirements NA.

[END OF SECTION F]

SECTION G: FEDERAL AWARDING AGENCY CONTACT(S)

The point of contacts for this NOFO and for any questions during the NOFO process is:

See Section D.1

[END OF SECTION G]

SECTION H: OTHER INFORMATION

1. Other Information:

USAID reserves the right to fund any or none of the applications submitted. The Agreement Officer is the only individual who may legally commit the Government to the expenditure of public funds. Any award and subsequent incremental funding will be subject to the availability of funds and continued relevance to Agency programming.

Applications with Proprietary Data

Applicants who include data that they do not want disclosed to the public for any purpose or used by the U.S. Government except for evaluation purpose, should mark the cover page with the following:

> "This application includes data that must not be disclosed duplicated, used, or disclosed – in whole or in part – for any purpose other than to evaluate this application. If, however, an award is made as a result of – or in connection with – the submission of this data, the U.S. Government will have the right to duplicate, use, or disclose the data to the extent provided in the resulting award. This restriction does not limit the U.S. Government's right to use information contained in this data if it is obtained from another source without restriction. The data subject to this restriction are contained in sheets {insert sheet numbers}."

Additionally, the Applicant must mark each sheet of data it wishes to restrict with the following:

> "Use or disclosure of data contained on this sheet is subject to the restriction on the title page of this application."

2. List of Annexes

- **a) Annex #1: Illustrative Budget Template (Attached Excel File)**
- **b) Annex #2: Standard Provisions**
- **c) Annex #3: Abbreviations and Acronyms**
- **d) Annex #4: SAM Quick Start Guide For New Foreign Registration**
- **e) Annex #5: SAM Quick Start Guide For New Grantee Registration**
- **f) Annex #6: Past Performance Information**

[END OF SECTION H]

ANNEX #1 - SUMMARY BUDGET TEMPLATE

An Illustrative Budget Template (Excel File) is attached to this NOFO.

ANNEX #2 - STANDARD PROVISIONS

(Note: the full text of these provisions may be found at: https://www.usaid.gov/ads/policy/300/303maa and https://www.usaid.gov/ads/policy/300/303mab). The actual Standard Provisions included in the award will be dependent on the organization that is selected. The award will include the latest **Mandatory Standard Provisions** for either U.S. or non-U.S. Nongovernmental organizations**.** The award will also contain the following "**required as applicable**" Standard Provisions:

REQUIRED AS APPLICABLE STANDARD PROVISIONS FOR U.S. NONGOVERNMENTAL ORGANIZATIONS

Required	Not Required	Standard Provision
TBD		RAA1. NEGOTIATED INDIRECT COST RATES - PREDETERMINED (DECEMBER 2014)
		RAA2. NEGOTIATED INDIRECT COST RATES - PROVISIONAL (Nonprofit) (DECEMBER 2014)
		RAA3. NEGOTIATED INDIRECT COST RATE - PROVISIONAL (Profit) (DECEMBER 2014)
Yes		RAA4. EXCHANGE VISITORS AND PARTICIPANT TRAINING (JUNE 2012)
	No	RAA5. VOLUNTARY POPULATION PLANNING ACTIVITIES – SUPPLEMENTAL REQUIREMENTS (JANUARY 2009)
	No	RAA6. PROTECTION OF THE INDIVIDUAL AS A RESEARCH SUBJECT (APRIL 1998)
	No	RAA7. CARE OF LABORATORY ANIMALS (MARCH 2004)
Yes		RAA8. TITLE TO AND CARE OF PROPERTY (COOPERATING COUNTRY TITLE) (NOVEMBER 1985)
Yes		RAA9. COST SHARING (MATCHING) (FEBRUARY 2012)
Yes		RAA10. PROHIBITION OF ASSISTANCE TO DRUG TRAFFICKERS (JUNE 1999)
	No	RAA11. INVESTMENT PROMOTION (NOVEMBER 2003)
Yes		RAA12. REPORTING HOST GOVERNMENT TAXES (DECEMBER 2014)
Yes		RAA13. FOREIGN GOVERNMENT DELEGATIONS TO INTERNATIONAL CONFERENCES (JUNE 2012)
	No	RAA14. CONSCIENCE CLAUSE IMPLEMENTATION (ASSISTANCE) (FEBRUARY 2012)
	No	RAA15. CONDOMS (ASSISTANCE) (SEPTEMBER 2014)
Yes		RAA16. PROHIBITION ON THE PROMOTION OR ADVOCACY OF THE LEGALIZATION OR PRACTICE OF PROSTITUTION OR SEX TRAFFICKING (ASSISTANCE) (SEPTEMBER 2014)
Yes		RAA17. USAID DISABILITY POLICY - ASSISTANCE (DECEMBER 2004)
	No	RAA18. STANDARDS FOR ACCESSIBILITY FOR THE DISABLED IN USAID ASSISTANCE AWARDS INVOLVING CONSTRUCTION (SEPTEMBER 2004)
	No	RAA19. STATEMENT FOR IMPLEMENTERS OF ANTI-TRAFFICKING ACTIVITIES ON LACK OF SUPPORT FOR PROSTITUTION (JUNE 2012)
	No	RAA20. ELIGIBILITY OF SUBRECIPIENTS OF ANTI-TRAFFICKING FUNDS (JUNE 2012)
	No	RAA21. PROHIBITION ON THE USE OF ANTI-TRAFFICKING FUNDS TO

		PROMOTE, SUPPORT, OR ADVOCATE FOR THE LEGALIZATION OR PRACTICE OF PROSTITUTION (JUNE 2012)
Yes		RAA22. UNIVERSAL IDENTIFIER AND SYSTEM OF AWARD MANAGEMENT (July 2015)
Yes		RAA23. REPORTING SUBAWARDS AND EXECUTIVE COMPENSATION (DECEMBER 2014)
	No	RAA24. PATENT REPORTING PROCEDURES (DECEMBER 2014)
	No	RAA25. ACCESS TO USAID FACILITIES AND USAID'S INFORMATION SYSTEMS (AUGUST 2013)
Yes		RAA26. CONTRACT PROVISION FOR DBA INSURANCE UNDER RECIPIENT PROCUREMENTS (DECEMBER 2014)
Yes		RAA27. AWARD TERM AND CONDITION FOR RECIPIENT INTEGRITY AND PERFORMANCE MATTERS (April 2016)
	No	RAA28. PROTECTING LIFE IN GLOBAL HEALTH ASSISTANCE (MAY 2017)

REQUIRED AS APPLICABLE STANDARD PROVISIONS FOR NON-U.S. NONGOVERNMENTAL ORGANIZATIONS

Required	Not Required	Standard Provision
TBD		RAA1. ADVANCE PAYMENT AND REFUNDS (DECEMBER 2014)
		RAA2. REIMBURSEMENT PAYMENT AND REFUNDS (DECEMBER 2014)
TBD		RAA3. INDIRECT COSTS – NEGOTIATED INDIRECT COST RATE AGREEMENT (NICRA) (DECEMBER 2014)
		RAA4. INDIRECT COSTS – CHARGED AS A FIXED AMOUNT (NONPROFIT) (JUNE 2012)
Yes		RAA5. UNIVERSAL IDENTIFIER AND SYSTEM OF AWARD MANAGEMENT (July 2015)
Yes		RAA6. REPORTING SUBAWARDS AND EXECUTIVE COMPENSATION (DECEMBER 2014)
Yes		RAA7. SUBAWARDS (DECEMBER 2014)
Yes		RAA8. TRAVEL AND INTERNATIONAL AIR TRANSPORTATION (DECEMBER 2014)
Yes		RAA9. OCEAN SHIPMENT OF GOODS (JUNE 2012)
Yes		RAA10. REPORTING HOST GOVERNMENT TAXES (JUNE 2012)
Yes		RAA11. PATENT RIGHTS (JUNE 2012)
Yes		RAA12. EXCHANGE VISITORS AND PARTICIPANT TRAINING (JUNE 2012)
	No	RAA13. INVESTMENT PROMOTION (NOVEMBER 2003)
Yes		RAA 14. COST SHARE (JUNE 2012)
	No	RAA15. PROGRAM INCOME (DECEMBER 2014)
Yes		RAA16. FOREIGN GOVERNMENT DELEGATIONS TO INTERNATIONAL CONFERENCES (JUNE 2012)
	No	RAA17. STANDARDS FOR ACCESSIBILITY FOR THE DISABLED IN USAID ASSISTANCE AWARDS INVOLVING CONSTRUCTION (SEPTEMBER 2004)
	No	RAA18. PROTECTION OF HUMAN RESEARCH SUBJECTS (JUNE 2012)
Yes		RAA19. STATEMENT FOR IMPLEMENTERS OF ANTI-TRAFFICKING ACTIVITIES ON LACK OF SUPPORT FOR PROSTITUTION (JUNE 2012)

Yes		RAA20. ELIGIBILITY OF SUBRECIPIENTS OF ANTI-TRAFFICKING FUNDS (JUNE 2012)
Yes		RAA21. PROHIBITION ON THE USE OF ANTI-TRAFFICKING FUNDS TO PROMOTE, SUPPORT, OR ADVOCATE FOR THE LEGALIZATION OR PRACTICE OF PROSTITUTION (JUNE 2012)
	No	RAA22. VOLUNTARY POPULATION PLANNING ACTIVITIES – SUPPLEMENTAL REQUIREMENTS (JANUARY 2009)
	No	RAA23. CONSCIENCE CLAUSE IMPLEMENTATION (ASSISTANCE) (FEBRUARY 2012)
	No	RAA24. CONDOMS (ASSISTANCE) (SEPTEMBER 2014)
	No	RAA25. PROHIBITION ON THE PROMOTION OR ADVOCACY OF THE LEGALIZATION OR PRACTICE OF PROSTITUTION OR SEX TRAFFICKING(ASSISTANCE) (SEPTEMBER 2014)
	No	RAA26. LIMITATION ON SUBAWARDS TO NON-LOCAL ENTITIES (JULY 2014)
Yes		RAA27. CONTRACT PROVISION FOR DBA INSURANCE UNDER RECIPIENT PROCUREMENTS (DECEMBER 2014)
Yes		RAA28. CONTRACT AWARD TERM AND CONDITION FOR RECIPIENT INTEGRITY AND PERFORMANCE MATTERS (April 2016)
	No	RAA29. PROTECTING LIFE IN GLOBAL HEALTH ASSISTANCE (MAY 2017)

ANNEX #3 - ABBREVIATIONS AND ACRONYMS

Activity Monitoring, Evaluation and Learning Plan	AMELP
Agreement Officer	AO
Agreement Officer's Representative	AOR
Automated Directives System	ADS
Civil Society Organization	CSO
Code of Federal Regulations	CFR
Countering Violent Extremism	CVE
Democracy, Human rights and Governance	DRG
Development Objective	DO
Economic and Social Development Plan	PDES
Foreign Direct Investment	FDI
Government of Niger	GON
High Commission for State Modernization	HCME
Human Development Index	HDI
Initial Environmental Examination	IEE
Integrated Country Strategy	ICS
Memorandum of Understandings	MOU
Niger Increased Transparency and Accountability in the Management of Natural Resources	NITAP
Nigeriens Nourishing Nigeriens	3N
Non-Governmental Organization	NGO
Notice of Funding Opportunity	NOFO
Participatory Responsive Governance – Government Accountability and Policy Activity	PRG-GAP
Participatory Responsive Governance—Principal Activity	PRG-PA
Public International Organization	PIO
Resilience in the Sahel Enhanced II	RISE II
Request for Applications	RFA
Sustainable Development and Inclusive Growth	SDDCI
United Nations	UN
United Nations Development Program	UNDP
United States Government	USG
Violent Extremist Organizations	VEO
World Health Organization	WHO

ANNEX #4 - SAM QUICK START GUIDE FOR NEW FOREIGN REGISTRATION

SYSTEM FOR AWARD MANAGEMENT

Quick Start Guide For New Foreign Registrations

Helpful Information

SAM is the official **free, government-operated website** – there is NO charge to register or maintain your entity registration record in SAM.

What is an Entity?

In SAM, your company / business / organization is referred to as an "Entity." You register your entity to do business with the U.S. Federal government by completing the registration process in SAM.

What do I need to get started?

1. **DUNS Number**: You need a Data Universal Numbering System (DUNS) number to register your entity in SAM. DUNS numbers are unique for each physical location you want to register.
2. **NATO Commercial and Government Entity (NCAGE) Code**: Foreign entities must obtain a NCAGE code for each DUNS number they plan to register in SAM before you start the registration process.

How do I get a DUNS number?

If you do not have one, you can request a DUNS number for **free** to do business with the U.S. Federal government by visiting Dun & Bradstreet (D&B) at http://fedgov.dnb.com/webform

It takes up to 5 business days to obtain an international DUNS number.

How do I get an NCAGE code?

For instructions on obtaining a NCAGE, visit: http://www.dlis.dla.mil/Forms/Form_AC135.asp Make sure the name and address information you provide to get your NCAGE code is the same as what you used to get your DUNS number. It takes up to 3 business days to obtain a NCAGE code.

What about a Taxpayer Identification Number (TIN)?

You only need a TIN if your entity pays U.S. taxes. If you are a foreign entity that does not pay taxes in the U.S., do not enter a number in the TIN field during registration.

Steps for Registering

1. Type www.sam.gov in your Internet browser address bar.
2. Create a SAM Individual User Account (be sure to validate your e-mail address to activate the user account), then Login.
3. Select "Register New Entity" under "Register/Update Entity" on your "My SAM" page.
4. Select your type of Entity, most likely "Business or Organization." Definitions are in the Content Glossary on the right side of the page.
5. Tell the system why you are registering in SAM. This determines what information you have to provide.
    - Are you interested in bidding on Federal contracts? If you say "Yes," you will complete all four sections in SAM.
    - Are you just interested in becoming eligible to apply for grants or other Federal financial assistance? If you say "No" to the contracts question and "Yes" to the grants question, you will only have to complete the grant-related information.

6. Complete your registration. On each page, required information that you must provide has a red asterisk (*) next to the name of the field. Here are a few helpful hints:
    - On the Business Information page, you will create a Marketing Partner Identification Number (MPIN). Write your MPIN down. It is used as a password in other government systems.
    - If you do not pay U.S. taxes, do not enter a TIN or select a TIN type. Leave those fields blank.
    - Only use the NCAGE code you got for your DUNS number. Remember, the name and address information must match on the DUNS and NCAGE records.
    - Make sure to select "Foreign Owned and Located" on the General Information page.
    - As a foreign entity, you do not need to provide Electronic Funds Transfer (EFT) banking information on the Financial Information page. If you do choose to provide this electronic banking information, it must be for a U.S. bank: SAM cannot accept foreign banking information. The remittance name and address are the only mandatory information for you on this page.
    - In the "Points of Contact" section, list the names of people in your organization who know about this registration in SAM and why you want to do business with the U.S. Federal government. These are called "Points of Contact" or POCs.

7. Make sure to hit [Submit] after your final review. You will get a *Congratulations* message on the screen. If you do not see this message, you did not submit your registration. What happens next?
    - Once approved by the IRS (if you entered a TIN) and the Commercial and Government Entity (CAGE) system, you will get an email from SAM.gov when your entity registration is active.

Please give yourself plenty of time before your contract or grant application deadline. Allow up to 10 business days after you submit before your registration is active in SAM, then an additional 24 hours for other systems such as Grants.gov to recognize your information.

For help registering in SAM, contact the supporting Federal Service Desk (FSD) at https://www.fsd.gov/

IAE

ANNEX #5 - SAM QUICK START GUIDE FOR NEW GRANTEE REGISTRATION

SAM
SYSTEM FOR AWARD MANAGEMENT

Quick Start Guide For New Grantee Registration

Helpful Information

What is an Entity?

In SAM, your company / business / organization is referred to as an "Entity." You register your entity to do business with the U.S. Federal government by completing the registration process in SAM.

SAM is the official **free, government-operated website** – there is NO charge to register or maintain your entity registration record in SAM.

What do I need to get started?

DUNS Number

You need a Data Universal Numbering System (DUNS) number to register your entity in SAM. DUNS numbers are unique for each physical location you are registering.

If you do not have one, you can request a DUNS number for **free** to do business with the U.S. Federal government by visiting Dun & Bradstreet (D&B) at http://fedgov.dnb.com/webform

It takes no more than 1-2 business days to obtain a DUNS number.

Taxpayer Identification Number

You need your entity's Taxpayer ID Number (TIN) and taxpayer name (as it appears on your most recent tax return). Foreign entities that do not pay employees within the U.S. do not need to provide a TIN. Your TIN is usually your Employer Identification Number (EIN) assigned by the Internal Revenue Service (IRS).

Sole proprietors may use their Social Security Number (SSN) assigned by the Social Security Administration (SSA) as their TIN, but are strongly encouraged to obtain a free EIN from the IRS by visiting: http://www.irs.gov/Businesses/Small-Businesses-&-Self-Employed/How-to-Apply-for-an-EIN

Allow approximately two weeks before your new EIN is ready for use when registering in SAM.

Steps for Registering

1. Type www.sam.gov in your Internet browser address bar.
2. Create a SAM Individual User Account (be sure to validate your e-mail address), then Login.
3. Select "Register New Entity" under "Register/Update Entity" on your "My SAM" page.
4. Select your type of Entity. Definitions are in the Glossary to the right.
5. If you are registering in SAM.gov so you can apply for a Federal financial assistance opportunity on Grants.gov, and are not interested in pursuing Federal contracts, you will have a much shorter registration path. To chose this "grants only" path:
   - Select "No" to "Do you wish to bid on contracts?"
   - Select "Yes" to "Do you want to be eligible for grants and other federal assistance?"

6. Complete the "Core Data" pages:
   - Validate your DUNS information.
   - Enter Business Information (TIN, etc.) This page is also where you create your Marketing Partner Identification Number (MPIN). Write the MPIN down as it will serve as a password for you in other government systems. You will need it for your Grants.gov registration.
   - Enter your CAGE code if you have one, but remember, CAGE codes are tied to DUNS numbers and cannot be reused. Don't worry if you don't have a CAGE code for the DUNS number you are registering: one will be assigned to you after your registration is submitted. Foreign registrants must enter their NCAGE code before proceeding.
   - Enter General Information (business types, organization structure, etc.) about your entity.
   - Provide your entity's Financial Information, i.e. U.S. bank Electronic Funds Transfer (EFT) information for Federal government payment purposes. Foreign entities do not need to provide EFT information.
   - Answer the Executive Compensation questions.
   - Answer the Proceedings Details questions.

7. Complete the "Points of Contact" pages:
   - Your Electronic Business POC is integral to your Grants.gov registration and application process. Your Government POC will be used by other government systems, such as CAGE, when they contact you. List someone with direct knowledge of this registration for both of those POCs.

8. Make sure to hit [Submit] after your final review. You will get a *Congratulations* message on the screen. If you do not see this message, you have not submitted your registration.
   - There are two external validation steps, one with the IRS and another with CAGE, after you submit. You will receive an email from SAM.gov when your registration is active.

Please give yourself plenty of time before your grant application submission deadline. Allow up to 7-10 business days after you submit before your registration is active in SAM, then an additional 24 hours for Grants.gov to recognize your information.

For help registering in SAM, contact the supporting Federal Service Desk (FSD) at https://www.fsd.gov/

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ANNEX #6: PAST PERFORMANCE INFORMATION

1.	**Award Number:**
2.	**Contractor/Recipient (Name and Address):**
3.	**Type of Award:**
4.	**Complexity of Work: Difficult _______Routine _______**
5.	**Description, location, and relevancy of work:**
6.	**Dollar Value of Work : ______________________ Status: Active ____Completed _____**
7.	**Date of Award: _____________** **Award Completion Date (including extensions): _________________**
8.	**Type and Extent of Subawards:**
9.	**Name, Address, Telephone Number, and E-mail Address of the Awarding Contracting/Agreement Officer and/or the Contracting/Agreement Officer 's Representative (and other references as applicable):**

[END OF ANNEXES]
[END OF NOFO]